

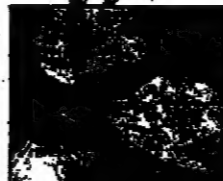


Special 35

FINANCIAL TIMES

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WORLD NEWS

Nato presses ahead with plans for Kosovo peace force

Nato pressed ahead with plans to deploy an advance guard of peacekeepers in Kosovo within days of a possible peace agreement, despite Serbia's renewed insistence that such a force on its territory would be unnecessary. **Europe, Page 2**

EU demands speedier trade talks
The European Union called for a concerted effort to complete membership negotiations with more than 30 countries seeking to join the World Trade Organisation. **World Trade, Page 7**

67 looks at global rules
Proposals for a global committee on financial regulation is to be discussed by finance ministers from the Group of Seven leading industrial countries. **Europe, Page 2**

Output fell threatens Italian budget
Italy's hopes of sticking to its budget programme suffered a setback after it was reported that the country's industrial production fell in December by a seasonally adjusted 6.1 per cent on the previous month. **Europe, Page 2**

Cuba launches crackdown
Cuba's communist government launched a crackdown on political opponents who collaborate with the US government, underlining its hostility to recent modification of the US embargo. **Page 16**

£1.2m fine after tunnel collapse
Engineering company Balfour Beatty was fined £1.2m (\$2m) over a rail tunnel collapse at Heathrow airport, London. A £500,000 fine was imposed on Austrian engineering consultancy firm Geocomm GES, which was monitoring construction. **Britain, Page 8**

Unionists set to oppose deal
Northern Ireland first minister David Trimble looks likely to be opposed by a majority of unionists at the regional assembly votes to ratify power sharing arrangements. **Britain, Page 8**

Japan's trade surplus up 36.7%
Japan's current account surplus rose to a record ¥15,861bn (\$139bn) in 1998, 36.7 per cent up from a year earlier and the highest since 1985. **Asia-Pacific, Page 4**

Central bank chief indicated
Philippines president Joseph Estrada said Rafael Buenaventura, a former senior official at Citibank, should succeed Gabriel Singon, who is soon to retire as governor of the country's central bank. **Asia-Pacific, Page 4**

Er-ruler to fight Nigeria poll
Olusegun Obasanjo, Nigeria's former military ruler, won overwhelming backing from his People's Democratic party to contest presidential elections. **International, Page 6**

Olympics sponsor may pull out
Sydney's anxiety about sponsorship of the 2000 Olympics increased after Samsung Electronics of South Korea said it was reconsidering its sponsorship after the Salt Lake City scandal. **International, Page 6**

Radical move on doctors' pay
Top doctors in Britain would be paid by how successfully they treat their patients under radical government plans. **Page 16**

BUSINESS NEWS

Credit Suisse Group in \$650m purchase of US fund manager

Credit Suisse Asset Management, owned by the second biggest Swiss bank, announced the \$650m acquisition of Warburg Pincus Asset Management, the privately held US mutual fund group. **Companies and Markets, Page 17**

Aerospace's path to privatisation
has been cleared following agreements on the valuation of the French state-owned aerospace group. **Companies and Markets, Page 17**

Norsk Hydro, Norway's largest industrial group, said falling profitability in three of its core businesses - oil, fertilisers and petrochemicals - had wiped 28 per cent off its 1998 profits. **European companies, Page 18**

DaimlerChrysler, the German-US car group, promised to decide within three months whether to acquire a stake in struggling Japanese carmaker Nissan. **Companies and Markets, Page 17; Observer, Page 15**

Bell Computer, Hewlett-Packard and Applied Materials report quarterly results today and the three US technology bellwether stocks will be closely watched after a sharp decline in technology stocks last week. **US companies, Page 19**

Canon, the Japanese electronics giant, warned that its consolidated net profits would fall 36 per cent this year. **Asia-Pacific companies, Page 20**

Repsol group of Spain has bucked the trend among oil companies by reporting a net profit increase of more than 15 per cent for last year. **European companies, Page 18**

British Biotech's first advanced trial for an anti-cancer agent has failed. **Companies and Markets, Page 17; Observer, Page 15**

BMW's new chief executive and one of his senior lieutenants have given up part of their guaranteed bonuses for 1998 to make a reduced pool of money go further. **European companies, Page 18**

Mitsubishi Motors president Kazuhiko Kawasoe is actively seeking a foreign partner for a "business relationship". **Asia-Pacific companies, Page 20**

SEB, one of Scandinavia's largest lenders, is considering selling its non-life insurance operations. **European companies, Page 18**

Philippine Airlines clipped further into the red, leaving the national carrier with an excess of liabilities over assets of more than \$bn. **Asia-Pacific companies, Page 20**

Barclays, the UK banking group that last week appointed a new chief executive, has lost another senior executive. **UK companies, Page 21**

UPM-Kymmene, the Finnish forestry group, announced a rationalisation programme aimed at saving Fm1.2bn (€200m, \$228m) a year. **European companies, Page 18**

WORLD MARKETS

STOCK MARKET INDICES	NORTH SEA OIL (Average)	
Europe and Far East		Brent Dated \$10.296 (10.305)
CAC40	(+4.83)	GOLD
DAX	(-4.18)	London 8208.5 (8208.0)
FTSE 100	(-0.88)	Sterling 1.4285 (1.4290)
FTSE Eurotop500	(-1201.04)	\$/£
Nikkei	(-4054.72)	Tokyo close 198.127 (198.200)
OTHER RATES		EURO (London) 0.99 (0.9927)
UK 5-yr Interbank	5.75%	\$/¥
US 10 yr Gilt	134.89	New York 118.757 (118.770)
BBA Euro Libor	3.2	Yen
France 10 yr OAT	(136.49)	New York market closed yesterday.
Germany 10 yr Bond	(158.94)	
Japan 10 yr JGB	(87.78)	

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Two-year target price 22.15. Price to last currency or share	
Belgium	261.300 (261.300)
France	1900 (1900)
Germany	101.500 (101.500)
Italy	120.000 (120.000)
Japan	101.500 (101.500)
UK	101.500 (101.500)
US	101.500 (101.500)
Spain	101.500 (101.500)
Sweden	101.500 (101.500)
Denmark	101.500 (101.500)
Netherlands	101.500 (101.500)
Switzerland	101.500 (101.500)
Australia	101.500 (101.500)
Canada	101.500 (101.500)
India	101.500 (101.500)
China	101.500 (101.500)
South Africa	101.500 (101.500)
Brazil	101.500 (101.500)
Argentina	101.500 (101.500)
Russia	101.500 (101.500)
South Korea	101.500 (101.500)
Indonesia	101.500 (101.500)
Singapore	101.500 (101.500)
Hong Kong	101.500 (101.500)

Feng shui predicts a share of bad luck

By Louise Lucas in Hong Kong

Investors should burrow for cover in the year of the rabbit, which starts today, as feng shui experts are predicting a bumpy ride for China's stock market. Feng shui is reading the runes, Chinese style. It depends heavily on the confluence of key elements, mainly wind and water, and architectural layout. Unfortunately, the runes appear to be suggesting a rather rocky new lunar year. Credit Lyonnais Securities Asia Global Emerging Markets, which conducted its research among five feng shui masters, concludes that the overriding problem is too much fire and wood. "These two elements cannot co-exist well together; the wood is

too bulky and is hard to burn. Unless we have some gold element to break the wood into smaller pieces, the confluence of fire and wood will dry up investment [water] and therefore market liquidity," says Dio Wong at CISA. But the unfavourable climate will not last all year. With the mid-autumn festival in September, liquidity is expected to flow back into Hong Kong from the west. For China, the prognosis is for more consolidation and reform. It is an excellent year for Jiang Zemin, China's president, but the good news loses momentum when the broader picture is assessed. The Dragon, which represents China, is trapped this year, hence Beijing can expect to



continue to struggle to consolidate and control the power of the local and provincial governments. For Hong Kong, where feng shui masters are called in along with the architects, the financial nerve centres appear to be completely lacking in harmony this year. The stock exchange, with its main door facing west and stone-blocked entrance, loses out on all fronts. "In this year of the rabbit, it is the worst direction with the worst energy," says Master Koon Lum, a feng shui expert who will be steering well clear of the stock market this year. As for the old structure of Hongkong & Shanghai Bank, its feng shui is on very shaky ground. This is particularly unfortunate because, as headquarters, its fortunes reflect on the entire group. Master Koon's verdict for the global banking colossus, with its energy sapped by a southern aspect and an empty ground floor

used by all and sundry passing trade, is that money will be "easy come, easy go". "This is the worst year in finance, especially in Hongkong Bank," he says gloomily. Elsewhere in the world, US President Bill Clinton is due better feng shui; the UK government is predicted to embark on a series of EU wrangles; the Middle East faces warfare; and Japan a weaker second-half economy. Feng shui throws up several startling numbers: the Japanese yen will see support at ¥160 to the dollar, against ¥118 currently; and emerging markets in Latin America and South East Asia face at least a luckless six months - with sentiment soured by increasing currency risk.

IRAQI DEPUTY PRIME MINISTER TOLD TO COMPLY WITH UNITED NATIONS DEMANDS BEFORE ANY BACKING TO LIFT SANCTIONS



Tariq Aziz, left, and Bulent Ecevit before their meeting in Ankara yesterday

Turkey rebuffs Iraq over US air bases

By Layla Boulton in Ankara

Turkey yesterday rebuffed appeals by Tariq Aziz, Iraq's deputy prime minister, to stop US aircraft taking off from a Turkish base to attack targets in Iraq's northern no-fly zone. Mr Aziz's visit to Ankara at the invitation of Bulent Ecevit, the caretaker prime minister, coincided with Iraqi threats to Saudi Arabia and Kuwait, which allow US and British warplanes to use bases for patrols of the southern no-fly zone. Baghdad said yesterday that attacks by western air forces in the south killed five people and wounded 23 yesterday. Turkey and Iraq agreed, however, that Baghdad's international isolation hurt both countries, though neither of them could persuade the other to do anything to end it. Mr Aziz said the main problem in the two neighbours' relationship was "external interference" by other countries. His comments were a clear reference to the US and Britain, which are using the Incirlik airbase in Turkey, a Nato ally, to launch attacks on Iraqi targets in retaliation for violations of the no-fly zone in northern Iraq. Mr Aziz said: "If we can get rid

of external interference, we can have better understanding and co-operation because Turkey and Iraq are neighbours and friends which have so much in common." Attacks by the US and UK on targets in the no-fly zones - imposed by the UN in the north to protect the Kurds and in the south to protect Shiites after the 1991 Gulf war - have become an almost daily occurrence, but Baghdad has pledged to continue defying the exclusion areas. Mr Ecevit, who had assured Washington before the visit that Iraq could not drive a wedge between Turkey and its Nato allies, said he had urged Baghdad in a "beneficial and friendly meeting" to comply with UN disarmament demands and respect the no-fly zone. Only when it had started to do so would Turkey be able to help get sanctions lifted. Mr Ecevit told Mr Aziz that every attack launched from Turkish soil by US warplanes had been in self-defence. But Taha Yassin Ramadan, Iraq's vice-president, said in a radio interview that Baghdad would attack the US base at Incirlik if the raids continued. Associated Press reported. However, Mr Ecevit said secur-

ing Iraq's territorial integrity and the lifting of economic sanctions would "relieve" Turkey more than any other Iraqi neighbour. Turkish officials are worried that if there were a power vacuum in Baghdad, Kurds in northern Iraq could achieve a separate state. That in turn could lead to pressure for Turkish land to be annexed to such a state, officials claim, but western officials see these concerns as far-fetched. But few dispute Turkey's claims that it has lost \$80m in pipeline revenues since the UN imposed sanctions on exports of oil from Iraq, previously Turkey's second-largest trading partner. Mr Ecevit said Turkey's long-term aim was to restore bilateral trade to past levels. Ziya Aktas, the Turkish energy minister, said the sanctions constituted "a serious blow to our economy and the region. Since the Iraqis do not have any money they cannot trade freely and we can no longer get oil from the pipeline." However, according to Ismail Cem, the foreign minister, these concerns took second place to Washington's overriding goal of toppling Saddam Hussein, the Iraqi leader. Energy investors encouraged, Page 7

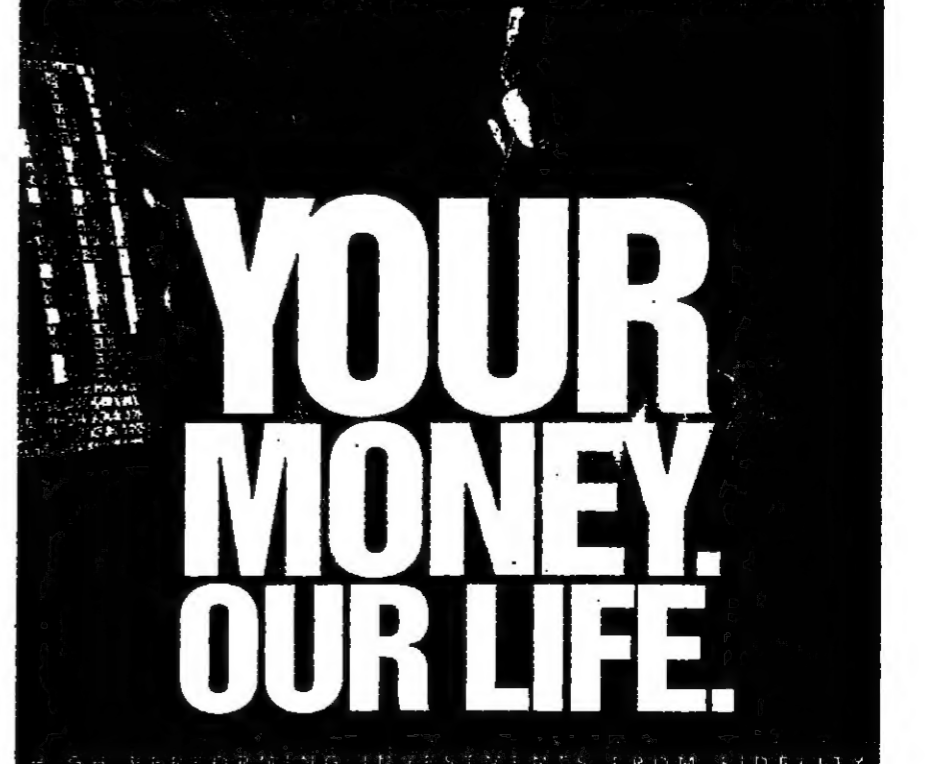
Japan bond issue will fund banking reform

By Gillian Tett and Masako Nakamae in Tokyo

The Japanese government is likely to issue several trillion yen worth of additional government-guaranteed bonds to fund banking reform in the coming weeks, Hakujo Yanagisawa, financial reform minister, indicated yesterday. The new bonds, which could be worth more than ¥7,000bn (\$51bn) would come on top of Tokyo's record net issuance of ¥34,000bn of Japanese government bonds in the 1998 fiscal year. The issue of additional bonds could deal a further blow to JGB markets, which have already seen prices tumble in recent weeks on fears of excess supply. Sentiment in the market worsened yesterday after the Bank of Japan's announcement last Friday that it would not buy more JGBs, even though it planned to reduce the overnight market rates to a historic low of 0.15 per cent. The yield on the 10-year benchmark JGB closed at 2.14 per cent yesterday, 0.5 percentage points up from the close on Friday. Jeffrey Young, analyst at Salomon Smith Barney in Tokyo, said: "If the government has to raise more money to finance the

recapitalisation of the banking sector...there's a potential for a sharp sell-off in the bond market." Last Friday the Financial Reconstruction Committee, the government body charged with implementing banking reform, reported that the largest banks had asked for a ¥7,450bn injection of public funds. The FRC had hoped these injections would come from Bank of Japan loans to the Deposit Insurance Corporation, another government body that funds bank reform. However, the Bank has recently opposed this plan because it fears extending loans to the DIC would undermine its credibility as a central bank. Mr Yanagisawa, chairman of the FRC, yesterday stressed that "it was up to the DIC" to decide the final details of how it would fund the bank reform. However, he admitted "it will be difficult for [the DIC] to borrow the whole amount from the Bank." "I think the DIC will be forced to consider raising most of the funds from the market," he added. "From our point of view we would like the option which has the lower funding costs. That would probably be Bank of Japan loans." Signs of cheer, Page 4

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WORLD NEWS EUROPE

Nato forges ahead with Kosovo plans

By David Duchan in Paris

Nato yesterday forged ahead with plans to deploy an advance guard of peacekeepers in Kosovo within days of a possible peace agreement...

Trade war embroils Yugoslav republics

By Guy Diamond in Belgrade

Tonnes of bananas imported by Montenegro are rotting in trucks blocked on the border with Serbia as the political struggle between the two remaining Yugoslav republics develops into an open trade war...

Montenegro officials yesterday accused Serbian officials of blocking over 100 Montenegrin trucks. Most are carrying bananas, coffee and fuel...

Belgrade has justified impounding the trucks, saying Montenegro has not paid federal Yugoslav customs duties on imports. Many Serbian firms have re-registered in Montenegro to take advantage of its lower import taxes...

Montenegro, a small republic of 650,000 people dwarfed by Serbia to the north, has further angered Belgrade by reopening border crossings with Croatia and offering its territory to Nato as a staging post for a planned peacekeeping force in neighbouring Kosovo...

Official sources said Montenegro - Yugoslavia's last outlet to the Adriatic coast - was considering taking retaliatory action against Serbian companies. The Belgrade leadership is debating whether to sever all financial transactions with Montenegro...

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deadline for the peace talks between Serbs and Albanians at Rambouillet. The eventual force would total nearly 30,000, and might include troops from countries outside Nato, such as Russia. But, as Igor Ivanov, the Russian foreign minister, stressed yesterday after a meeting with the Rambouillet negotiators, any such force would have to have the agreement of the Serbian and Yugoslav leadership. Milan Milutinovic, the Serbian president, later reiterated Belgrade's objections to a peacekeeping force, saying that "if we reach an agreement acceptable to the

Bonn fears it may be left to shoulder burden of refugees

German pleas to treat expected Balkans exodus as a European problem are falling on deaf ears. Emma Tucker reports

As the talks in France rumble on and a large question mark hangs over peace in Kosovo, the European Union is once again on standby to receive waves of refugees from the Balkans. This prospect might have been expected to focus the minds of EU interior ministers on plans to develop a shared approach to such influxes. But at a meeting in Berlin last week proposals presented by the European Commission for joint measures on burden-sharing remained deadlocked. France, the UK and Spain refused to budge. Their stubbornness was intensely galling for Germany, which chaired the meeting. Since the crisis in the former Yugoslavia, Germany has opened its doors to over 350,000 Bosnians - more than all the other EU member states put together. It now fears it would also bear the brunt of any renewed full-scale crisis in Kosovo.

"Germany feels that the rest of Europe is not pulling its weight. It wants its partners to see this as a European problem, not as a German problem," explained one EU diplomat. At the Berlin meeting Otto Schily, the German interior minister, was diplomatic. He said German proposals to set up a voluntary joint approach to burden-sharing, that would involve other countries taking some of the "displaced persons", had met with "wide approval". But that approval did not get the proposals adopted. Until such countries as France, the UK and Spain are confronted by crises on their own doorsteps, they are unlikely to offer the solidarity that Germany is seeking. Britain argues it is impossible to define criteria for burden-sharing before a crisis actually happens. It also points out that the UK contributes in other ways, for example its large military assistance on the ground in the former Yugoslavia. These are factors Germany says would be taken into account under its proposed voluntary approach. Even if Germany manages to persuade other doubters, it will take just one country

to scupper the proposals. The question of temporary protection and burden-sharing falls into the domain of justice and home affairs where all EU decisions are taken by consensus. This unanimity rule explains why progress in this field has trailed so far behind other developments in Europe. The EU may have launched one currency and scrapped borders for goods, services and people, but it remains locked in the past when it comes to co-operating on matters affecting justice, law, and crime. The Berlin meeting was typical of the state of affairs in the EU's so-called third-

pillar - one of the three areas into which EU decision-making is divided. At the meeting, the joint action on burden-sharing remained deadlocked, and appeals were made to France, Italy and Portugal to ratify protocols without which Europol, the EU's budding police intelligence agency, can do little more than exchange information. In addition a convention on matrimonial law, years in the making, is not yet applicable due to legalistic technicalities. Not even ratification of the EU's new Amsterdam Treaty - expected to be completed this spring - can be expected to inject life into the EU's

justice and home affairs programme. All but the question of visas will remain subject to unanimous decision-making. Critics say it is time for a radically new approach. This is what many hope for at a special heads of government summit, to be held at Tampere in Finland later this year. There, EU leaders have promised to take a "helicopter view" of the legalistic tangle that is EU policy on justice and home affairs. "New thinking has to be allowed in this area," says Friso Roscan Abbing, EU representative for the European Council on Refugees and Exiles.

France embarks on energy shake-up

By David Owen in Paris

France's National Assembly will today, at last, start debating the bill transposing a European Union directive obliging member states to begin opening their electricity markets into French law. This milestone will no doubt be welcomed by proponents of liberalisation, keen for the end of the 50-year-old, quasi-monopoly in one of Europe's biggest electricity markets held by Electricité de France (EdF), the state-owned utility that is the continent's biggest power supplier. But it is unlikely to halt criticism of the way France has handled an important step in progress towards a genuine European single market. There are a variety of historical and political reasons why Paris was always likely to adopt a cautious approach towards implementing this directive. For one thing, the decentralising dynamic that liberalisation will set in train runs counter to the country's Jacobin tradition, with its flair for centralised planning. For another, France's dearth of indigenous fossil fuel resources, and the ambitious nuclear build-up it embarked on to make up for it, have ensured that energy is a sensitive subject. On a political level, meanwhile, the lack of an overall majority for the Socialist party of Lionel Jospin, prime minister, helps to explain the long consultation period that preceded the bill. Government officials are now confident they have a text that the Socialist-Communist coalition partners will not reject, and is therefore capable of commanding a National Assembly majority. Communist deputies nevertheless warned last week that the current text was "unacceptable". Acceptable or not, the bill is far from bold. Even Christian Bataille, the Socialist deputy who is rapporteur of the bill will be among the first to speak in the parliamentary debate, acknowledging it could be seen as "prudent and even timid" on a European level - although he prefers "prudent, modest but determined". The government has made little attempt to disguise the instrument's limitations. As the bill's preamble spells out, it intends to limit the opening of the market to the minimum threshold fixed by the directive - about 36 per cent for 1999. This means about 400 customers whose annual electricity consumption exceeds 40GWh should be free to choose their electricity supplier once the bill becomes law. In another much-criticised proposal, EdF stands to be entrusted with the management of the public network through which electricity is transported, the national grid, hence remaining an integrated company. One prospective competitor has likened this to allowing an airline to manage the take-off and landing slots at an airport. But government officials argue the technical ability to do the job exists only within EdF. They say the planned regulatory commission will be vested with enough powers to safeguard the system's credibility. EdF officials argue it would not be in the company's interest to do anything that might give rise to suspicions that it was abusing its position. "It is absolutely not in the interests of EdF that

Britain yesterday started to send light tanks and armoured cars for shipment from Germany to the northern Greek port of Salonika. The six-nation Contact Group of mediating countries, which includes the US, said at the weekend it was ready to "devote significant civilian resources" to back peace in Kosovo. But it is already evident that an even higher proportion of this aid will come from the European Union than was the case in the reconstruction of Bosnia. The European Commission has started to canvas the 15 European Union governments to put up half of €500m (\$665m) for a three-

Drop in output sparks Italian budget fears

By James Hill in Rome

The Italian government's hopes of sticking to its budget stability programme suffered a setback yesterday after it was reported that Italy's industrial production in December had fallen by a seasonally adjusted 6.1 per cent on the previous month. The sharp fall in production was strongly influenced by technical factors, including the smaller number of days worked by employees in the Christmas month. But economic analysts had been forecasting, at the very least, a drop of 1.2 per cent in the December figure. On hearing of the unexpectedly steep drop, many economists immediately revised down their forecasts for economic growth for both 1998 and 1999. "Whatever the technical factors, the figure shows that employers last month had very low expectations of demand and simply shut down when they could," said Maria Formai, economic analyst at J.P. Morgan in Milan. "For the government to meet its fiscal goals in 1999, there will now have to be a very significant acceleration in growth in the second half of this year." Some Italian economists warned that the December figure could be "anomalous". Italy's industrial output data has proved notoriously volatile in the past. Several said they would wait to see details of forthcoming Italian business confidence indicators for February before coming to a firmer judgment on the data.

NEWS DIGEST

STATE HEALTH INITIATIVE

First anti-tobacco lawsuit planned in France

The local branch of a state health insurance programme in France said yesterday it planned to file suit against cigarette manufacturers, claiming they were responsible for hundreds of deaths. The lawsuit would be a first in France, where smoking remains widely tolerated and socially acceptable. The board of the social security office in Saint-Nazaire, a shipbuilding city near Nantes, said in a statement it would sue cigarette manufacturers for damages and interest. It cited "several hundred deaths, including premature deaths" caused by the effects of smoking. French tobacco officials dismissed the action as "a local attempt to apply American judicial concepts and procedures". "It's totally different in France," said a statement by the Centre of Documentation and Information on Tobacco, claiming that clear warnings about the danger of smoking had been printed on cigarette packs for more than 20 years. The Saint-Nazaire social security office, known as the Caisse Primaire d'Assurance Maladie, did not specify which tobacco companies would be targeted, but it was expected to announce further details today. French tobacco companies are state-run. AP, Nantes

ECONOMIC AND MONETARY UNION

Greenland considers euro

Greenland's political parties have made clear that their country, which enjoys limited home rule under Denmark, may want to switch to the euro if Copenhagen decides to join European economic and monetary union. The comments were made in the run-up to Greenland's parliamentary elections, which were held yesterday. The ruling Social Democrats were set to remain the largest single party, although early results indicated they could experience a big fall in support. Greenland was colonised by Denmark more than 250 years ago but has had home-rule since 1979. It left the then European Community in January 1985. "If it is decided in a referendum that Denmark should be in the euro, I think we will follow immediately," said Jonathan Motzfeldt, prime minister and leader of the Social Democratic party. Danish finance ministry and central bank spokesmen said it would be difficult but far from inconceivable for Greenland to participate in the euro as a non-EU member. Poul Nyrup Rasmussen, the Danish prime minister, has said that Denmark will hold a national referendum on joining the euro in due course. Reuters, Nuuk

SUPPORT FOR OCALAN

Protester sets himself ablaze

A protester set himself ablaze outside the Greek parliament yesterday during demonstrations in favour of granting political asylum in Greece to Abdullah Ocalan, the Kurdish rebel leader. The demonstrator suffered serious burns to the face and hands. Greece has refused to offer political asylum to Mr Ocalan, emphatically denying reports he spent time in Greece earlier this month after being turned away from the Netherlands. Mr Ocalan's Kurdistan Workers' party, or PKK, has been fighting Turkish forces since 1984 for autonomy in south-eastern Turkey. More than 37,000 people have been killed in the conflict. Turkey wants Mr Ocalan's extradition for trial on terrorism charges, which could lead to the death penalty. Mr Ocalan's whereabouts are currently unknown. A Greek government spokesman said that Greece, along with other European Union countries, was participating in "diplomatic activity in order to find a solution... to the issue concerning the safeguarding of the Kurdish leader's life and dealing with the Kurdish issue". Reuters, Athens

entire population [of Kosovo], then we will not need foreign troops". This flew in the face of last weekend's comment by Madeleine Albright, the US secretary of state, that "an agreement without a strong international presence is no agreement at all". She also blamed the Serbs for slowing down the talks last week, as did Robin Cook, the UK foreign secretary, who is co-chairing the Rambouillet talks with his French counterpart, Hubert Védrine. Some French diplomats have since criticised an alleged Anglo-American bias against the Serbs and favouritism towards the Albanians. Mrs Albright said the Albanian negotiators had given her "an indication, though not a promise" that they would sign a peace deal by Saturday. The first elements of the Nato "enabling force" could be in Kosovo virtually before the ink is dry on a peace accord. Nato diplomats claimed yesterday they would come from the French-led force of 1,800 that is just over the border in Macedonia and from the US 24th Marine Expeditionary Unit based on the Nassau troop carrier in the Adriatic. Heavy equipment would come a few days later, from forces in Germany.



A Kosovo child waits for lunch in a detention centre in southern Italy

pillar - one of the three areas into which EU decision-making is divided. At the meeting, the joint action on burden-sharing remained deadlocked, and appeals were made to France, Italy and Portugal to ratify protocols without which Europol, the EU's budding police intelligence agency, can do little more than exchange information. In addition a convention on matrimonial law, years in the making, is not yet applicable due to legalistic technicalities. Not even ratification of the EU's new Amsterdam Treaty - expected to be completed this spring - can be expected to inject life into the EU's justice and home affairs programme. All but the question of visas will remain subject to unanimous decision-making. Critics say it is time for a radically new approach. This is what many hope for at a special heads of government summit, to be held at Tampere in Finland later this year. There, EU leaders have promised to take a "helicopter view" of the legalistic tangle that is EU policy on justice and home affairs. "New thinking has to be allowed in this area," says Friso Roscan Abbing, EU representative for the European Council on Refugees and Exiles.

Electricity liberalisation

Electricity liberalisation - although he prefers "prudent, modest but determined". The government has made little attempt to disguise the instrument's limitations. As the bill's preamble spells out, it intends to limit the opening of the market to the minimum threshold fixed by the directive - about 36 per cent for 1999. This means about 400 customers whose annual electricity consumption exceeds 40GWh should be free to choose their electricity supplier once the bill becomes law. In another much-criticised proposal, EdF stands to be entrusted with the management of the public network through which electricity is transported, the national grid, hence remaining an integrated company. One prospective competitor has likened this to allowing an airline to manage the take-off and landing slots at an airport. But government officials argue the technical ability to do the job exists only within EdF. They say the planned regulatory commission will be vested with enough powers to safeguard the system's credibility. EdF officials argue it would not be in the company's interest to do anything that might give rise to suspicions that it was abusing its position. "It is absolutely not in the interests of EdF that

Table with 12 columns: Economic indicators for euro-11 countries, Dec 1998, Nov 1998, Oct 98, Sep 98, Aug 98, Jul 98, Jun 98, May 98, Apr 98, Mar 98, Feb 98, Jan 98. Rows include Inflation (annual % change), Unemployment (%), Trade (Exports, Imports, Balance), Current account (€ bn), Industrial production (%), GDP growth (%), and M3 Annual growth rate (%).

legal framework for the euro, puts finance ministers, and not the ECB, in charge of an exchange rate policy. It distinguishes between formal arrangements, such as target zones, which require unanimity among ministers, and less formal arrangements that would require only a qualified majority vote. A less formal arrangement could include a unilateral policy to intervene whenever the euro is deemed to be too strong or too weak. The ECB does have the right to be consulted in this process, but it is difficult to conceive of any situation in which the ECB would support a formal exchange rate policy regime, irrespective of how such a policy is formulated. Consensus is therefore unlikely. If the ministers decided to go ahead with an exchange rate regime regardless, the ECB would have no legal redress. What the ECB might be able to do is to sabotage the process later on. The exchange rate policy for the euro, therefore, marks a critical test of how well governments and the ECB will co-operate under economic and monetary union.

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Romanian court sentences miners' leader to 18 years

By Joe Cook in Bucharest

The miners' leader who last month led a 10,000-strong march on Bucharest and once spearheaded riots that forced a prime minister from office was yesterday handed an 18-year jail sentence by Romania's supreme court.

Miron Cozma was convicted for undermining the state's authority, a charge arising from his role in the miners' riots in 1991.

While many in Romania will welcome the decision, there is a fear that Mr Cozma will try to cast himself as a martyr in the hope that miners will rally round him once again.

Romanian television reported last night that he had gone into hiding.

Less than a week ago, Mr

Cozma threatened to call another miners' strike, a move that could both challenge the government politically and affect public finances at a sensitive time.

This week the International Monetary Fund arrived in Bucharest to open negotiations with the government over a new loan agreement. A deal with the IMF is vital to Romania's efforts to avoid defaulting on the \$2.9bn of foreign debt service payments due this year.

In reaching its decision, the supreme court reversed the ruling of a lower court which last year reduced the charges against Mr Cozma to public order violations and sentenced him to 18 months in prison. He appealed against the sentences,

remaining at liberty.

But Mr Cozma cannot appeal against the supreme court's sentence because of the nature of the charges of undermining the authority of the state. He is liable to immediate arrest.

Last month's march on Bucharest, in which at least 120 people were injured, was the fifth miners' disturbance led by Mr Cozma. In 1980 and 1991 he led coalminers on violent rampages through Bucharest which left several people dead.

During the events in 1991 which brought about yesterday's ruling, miners invaded Parliament, set government buildings on fire and forced Petre Roman, who was then prime minister, out of office.

Mr Cozma and his miners called off last month's march

on the capital after tanks and troops were deployed to prevent their advance and Radu Vasile, the prime minister, agreed to hold talks with Mr Cozma.

The march was held to protest against IMF-backed government plans to close 140 loss-making coal and other mines and in support of a 35 per cent pay rise.

Mr Cozma's influence may also be dented by the suspension from parliament of Vadim Tudor, one of his chief political allies and the leader of the extreme nationalist Greater Romania party.

Mr Tudor was suspended for making allegations about the private life of President Emil Constantinescu in an "open letter" to Mr Cozma and his miners days before they set off for Bucharest.



Miron Cozma faces striking miners last month but has been sentenced for his role in the riots of 1991

RUSSIAN FINANCE FYODOROV SLAMS MANAGEMENT OF IMF FUNDS

Handling of central bank reserves attacked

By John Thornhill and Andrew Jack in Moscow

Boris Fyodorov, Russia's former finance minister, yesterday criticised the way the central bank had managed its hard currency reserves - including International Monetary Fund monies - as far back as 1992.

His comments, which follow this month's revelations about how Russia's central bank channelled billions of dollars through an obscure Jersey-based fund management company called Fimaco, could pose a fresh embarrassment for the government as it attempts to strike a new deal with the IMF.

Separately, Sergei Aleksashenko, the former first deputy chairman of the bank from 1992-94, confirmed that as much as \$50bn could have passed through Fimaco's accounts with transfers to and from Moscow amounting to as much as \$100m a week.

But he fiercely denied the prosecutor general's accusations that the central bank had acted improperly and said there had been no leakage of capital from the system. "All the sums that went through Fimaco were returned to the central bank down to the last kopeck," he said.

Mr Fyodorov said that soon after becoming finance minister in December 1992 he had questioned Victor Gerashchenko, the central bank chairman, about a \$500m transfer to Eurobank,

the central bank's Paris-based subsidiary which ran the Fimaco fund. "I was told it was placed in the west with the help of a Paris-based bank." He added that he understood the investment "was losing money".

The former finance minister said he then questioned the terms, instruments and currency structure of the investments but did not receive a satisfactory reply. "When I was finance minister I had huge trouble finding out anything about what Mr Gerashchenko was doing," he said.

In an interview with the FT, Mr Fyodorov suggested the central bank might have been giving business to its subsidiary banks without seeking the best deal for the country.

"It was a good, nice, crony, friendly way of making some commissions," he said. "If you allow your friends based in Paris to form a company and channel relatively large flows through it and collect a certain commission on it - say one-tenth of 1 per cent, or even one-hundredth of one per cent - then those billions of dollars can earn millions."

"The prosecutor general's office should check whether these commissions were returned," he said.

In an interview published on a Russian political website, Mr Aleksashenko argued the central bank had had few qualified staff to run its hard currency reserves until 1996, explaining why it

Telefónica takes grievance to EU

By Tom Evans in Madrid

Juan Villalonga, the chairman of Telefónica, yesterday personally complained to the European Union's competition authorities in the latest move in a worsening dispute between Spain's former telecommunications monopoly and the Spanish government.

Telecommunications liberalisation formally took place throughout the EU last year. But Telefónica says it has been left at a disadvantage by the government's unwillingness to countenance increases in local charges.

In 1997, local calls

accounted for about 66 per cent of Telefónica's line usage in Spain but only 10 per cent of its revenues. In contrast, long distance and international calls represented some 24 per cent of Telefónica's Spanish traffic that year and about 42.5 per cent of its earnings.

The imbalance is largely the legacy of strict regulatory guidelines which for years meant Telefónica had to subsidise local calls and line rentals with long distance and international calls.

But the Spanish government was unwilling to rebalance tariffs in the run-up to deregulation because of the inflationary impact of any price increase in local calls.

At the time, the government was concerned with inflation figures in order to meet criteria to join the single European currency.

By December last year, when Spain's domestic telecommunications sector was fully deregulated, rebalancing had become such a matter of urgency for Telefónica that the company sent a formal letter alleging unfair practices to Brussels.

Mr Villalonga felt it necessary to raise the issue personally before the EU's competition authorities.

The failure to rebalance tariffs has left Telefónica's long distance business severely exposed to competition from new entrants able to offer substantially cheaper telephone charges. Telefónica lost 10 per cent of its international caller market last year to Retevisión, a second carrier which was launched by a Telecom Italia-led consortium scarcely 12 months ago.

"That is an unheard-of market share for an operator that has just started up," said Javier de la Pina, Telefónica's senior executive for regulatory affairs. "Mercury in the UK took roughly four

years to achieve the business quota that Retevisión has gained in one."

Mr Villalonga was thought likely to point out that France Telecom, a similar former monopoly provider, was authorised to raise its subscription charges substantially last week. The move has allowed the French operator to lower the cost of its international calls by 10 per cent.

In contrast, Telefónica cannot slash prices for its long distance and international users because Madrid's regulator has only allowed a marginal increase in line rental fees.

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In an interview published on a Russian political website, Mr Aleksashenko argued the central bank had had few qualified staff to run its hard currency reserves until 1996, explaining why it

had partly contracted out their management. But he said the central bank had only paid a "minimal commission" to Fimaco.

"All this income of Fimaco was included in Eurobank, which, correspondingly, became the property of the central bank," he said. "There were absolutely no leaks of capital, and there were absolutely no personal accounts in question," he said.

Victor Chernomyrdin, Russia's former prime minister, confirmed yesterday that he would become a government representative on the board of Gazprom, the giant gas monopoly he used to run. "I am not a bad gasman and I remain a gasman," he said. Mr Chernomyrdin said he was also prepared to represent Russia in talks with the International Monetary Fund in an attempt to win fresh credits. His remarks follow criticisms of the way Yuri Maslyukov, the first deputy prime minister in charge of the economy, has handled the ongoing talks with the fund.

During his time as prime minister, Mr Chernomyrdin was attacked for giving privileged treatment and tax breaks to Gazprom, Russia's richest company. But it is also widely believed in Moscow that during his time in office Mr Chernomyrdin developed a personal chemistry with Michel Camdessus, the head of the IMF, helping to win Russia \$19bn of financial support from the fund.

Slow car sales figures mask national demand

By Haig Simonian, Motor Industry Correspondent

Almost static sales of new cars in western Europe last month masked sharp national differences as falls in demand in the UK and Italy all but offset growth in Germany and France.

Overall sales in the 16 countries monitored by the European Automobile Manufacturers' Association rose by just 0.2 per cent year on year, with demand rising in 13 of the markets tracked.

UK car registrations fell by nearly 22 per cent year on year as the advent of twice yearly registration prefix changes shifted demand patterns.

Under the old system, where the prefix changed in August each year, January was the second most popular month for sales. A move to twice yearly changes in March and September appears to have combined with underlying concerns about the economy to deter British buyers from purchasing new vehicles last month.

Sales in Italy fell by almost 15 per cent. The decline was exaggerated by comparison with January 1998, the last month of an incentive scheme to buy new cars.

The decline in Italian demand was reflected in a much weaker European market share for Fiat. The Italian market leader. Registrations of Fiat group cars dropped by nearly 20 per cent.

The relative strength of the French and German markets benefited carmakers in both countries. Renault's registrations rose by almost 12 per cent on the back of a vibrant home market and

	Volume (thous)	Volume Change (%)	Share (%) Jan 99	Share (%) Jan 98
TOTAL MARKET	1,291,911	+0.2	100.0	100.0
MANUFACTURERS				
Volkswagen group	242,282	+17.5	18.3	16.4
- Volkswagen	180,882	+27.2	12.8	10.0
- Audi	45,546	+13.1	3.2	3.2
- Seat	29,281	+2.5	2.3	2.3
- Skoda	12,603	+2.5	1.0	1.0
PSA Peugeot Citroen	148,625	+1.8	11.6	11.5
- Peugeot	88,588	+5.7	7.0	6.7
- Citroen	58,037	-4.9	4.8	4.8
Renault	141,376	+11.7	11.2	10.0
General Motors	138,795	+0.9	11.2	10.0
- Opel/Vauxhall	132,513	+1.9	10.5	10.3
- Saab	5,505	-18.9	0.4	0.5
Fiat group	132,195	-18.5	10.3	13.0
- Fiat	100,368	-21.9	8.0	10.2
- Lancia	14,038	-21.3	1.1	1.4
- Alfa Romeo	17,581	-0.1	1.4	1.4
Ford group	117,222	-22.1	9.3	12.1
- Ford	115,983	-22.7	9.2	11.9
- Jaguar	1,229	-52.0	0.1	0.2
DaimlerChrysler	99,877	+22.1	5.5	4.5
- Mercedes-Benz	80,000	+21.2	4.8	3.9
- Chrysler	9,877	+27.5	0.8	0.6
BMW group	93,156	+4.5	8.0	8.5
BMW	38,483	+13.2	3.0	2.7
Rover	24,712	-91.0	2.0	2.8
Volvo	21,219	-12.7	1.7	1.9
Nissan	35,191	-6.5	2.8	3.0
Toyota	34,418	-8.8	2.7	3.0
Mazda	19,859	+4.7	1.6	1.5
Honda	16,590	-13.1	1.3	1.5
Mitsubishi	14,851	-3.1	1.2	1.2
Total Japanese	142,707	-4.7	11.3	11.5
Total Korean	34,688	+38.1	2.7	2.0
MARKETS				
Germany	276,000	+8.5	21.8	20.8
France	234,705	+4.6	18.3	21.8
Italy	181,842	-21.6	14.4	18.4
United Kingdom	156,583	+18.3	12.4	11.0
Spain	92,444	+14.7	6.5	5.7

*1999 data for car and management control of trucks. Excludes tax, imported from UK and sold in western Europe. **1998 data for car and management control of trucks. Excludes tax, imported from UK and sold in western Europe. Source: ACEA (European Automobile Manufacturers Association) estimates. Figures are unrounded.

VW group sales surged by 17.5 per cent, pushing its European market share to 19.3 per cent - up by almost 3 percentage points compared with January 1998.

Germany's Volkswagen group recorded the strongest performance, continuing to consolidate its position as Europe's market leader.

Barcelona is one of the most creative and innovative cities in the world. The impact of its cultural and industrial improvement is mainly due to its design policy and development. The open and humanistic character of Barcelona gives me full confidence to be a reliable base for Design for the World association.

Design for the World. Design for the World.

Barcelona is probably the city which is most committed to design. Designers, architects, artists, writers, photographers, go into bars and shops galleries, or visit its unique neo-gothic buildings to feel design concepts in their environment. Design is considered the trade of industrial and graphic fashion and urban design. Barcelona has managed to strengthen and enhance the local economy. Design and industry to increase value of products and services. Design is regarded by most every new business or acquisition being of key importance for the present and future needs. Design for the World decision to establish its headquarters in Barcelona is just one more sign that proves it. There is no question about it. Barcelona is moving at a spectacular pace, ready to welcome the challenges of the new millennium, with the confidence, creativity and passion that guide its 3 million people thrive over the years.

BARCELONA
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ASIA-PACIFIC

CURRENT ACCOUNT RECORD EXPORTS RISE SLIGHTLY INVESTMENT ABROAD FALLS

Japan surplus grows as imports fall

By Julia Hiss in Tokyo

Japan's current account surplus rose to a record ¥15,861bn (\$139bn) in 1998, 38.7 per cent up from a year earlier and the highest since 1985 when data began being collected under the current calculation method.

Exports to Asia were down 17.9 per cent, but rose 8.2 per cent to the US and 17.5 per cent to Europe. The December figures, also released yesterday, showed a 13.3 per cent increase in the current account surplus to ¥1,460bn and a 10.3 per cent increase in the trade surplus for goods to ¥1,560bn.

Peter Morgan, economist at HSBC, said: "The seasonally adjusted three-month moving average of the current account surplus fell further to ¥1,310bn, the lowest level in five months."

Mr Jones thought that the development of the US economy would be crucial for the level of pressure exerted by the Americans on the Japanese to stimulate their domestic economy.

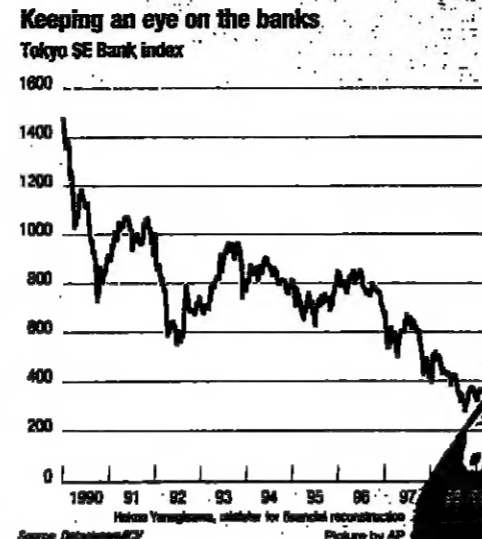
showing the amount of total debts among companies falling for bankruptcy in January. Total debts reached a record high with an increase of 9.6 per cent to ¥762.8bn, the private credit research agency Teikoku Databank reported.

Signs of cheer point to end of debt nightmare

By Gillian Trill in Tokyo

Hakuo Yanagisawa, Japan's minister in charge of financial reform, sat in a freshly decorated office in a Tokyo skyscraper yesterday and grinned. "Japan's bad loan problems for the largest banks will be completely resolved soon," he declared cheerfully.

reform last year have greeted the plans with pleasure. Brian Waterhouse, analyst at HSBC Securities, the European investment bank, said: "With the government injecting substantial funds to recapitalize the sector, the debt nightmare is coming to an end."



Keeping an eye on the banks Tokyo SE Bank index



Mr Yanagisawa is insisting that the amount requested by each bank must not only be sufficient to write off its remaining bad loans, but also cover the hidden losses on its equity portfolios.

It remains unclear exactly how these funds will be injected into the banks. The banks themselves want to issue non-convertible bonds, to avoid any dilution of their shares.

Philippines president signals choice as central bank governor

By Tony Tassell in Manila

Joseph Estrada, the Philippines president, has signalled his choice of successor to Gabriel Singson, who is soon to retire as governor of the country's central bank.

former senior official at Citibank, "will be our central bank governor". Although Mr Estrada later modified his statement to say Mr Buenaventura would "most probably" succeed the highly rated Mr Singson when he retires in July, Mr Buenaventura is widely seen in industry and banking circles as the heir apparent.

His appointment would be likely to ease foreign investors' concerns about the successor to Mr Singson, who is widely respected for steering the country's banking system through the Asian economic crisis and overseeing a strengthening of its regulatory framework.

the Philippine banking system compared with many of its stricken peers has been a key factor behind a stronger-than-expected resilience of the country's economy.

including division head in charge of southern Europe, regional treasurer for the Asia-Pacific region and country head in Italy, Malaysia, the Philippines and Indonesia.

Analysts said the reputation of the bank, however, had been tainted a little since the Asian economic crisis after a rise in non-performing loans, partly due to over-exposure to foreign currency lending.

Alberto Fernix, president of the Philippine Chamber of Commerce and Industry, said Mr Buenaventura's appointment would be seen positively by the business community.

He said, he was a professional banker who also had the confidence of the president. This would reduce the likelihood of disputes between the central bank and the executive branch of government.

Shipley seizes the New Zealand initiative

Terry Hall reports that the prime minister has refurbished her party's image to move up in the opinion polls and wrong-foot the opposition Labour party as the economy has shown an unexpected revival

New Zealand's political and economic landscape has changed dramatically as Jenny Shipley, the prime minister, orchestrates a series of far-reaching moves designed to shift the perception of her administration as a bunch of ideologically driven rightwingers to one of a caring centrist party.

far-reaching economic recovery plan pitched at voters in a recession-hit economy. This included raising taxes for those earning over \$280,000 (\$383,000) to help fund a series of new education, pro-business and other initiatives.



Shipley: a shift of image to the caring centre

Last month the Treasury announced that tax revenues, and its books, were in better shape than it had predicted.

Michael Cullen, Labour's finance spokesman, responded by sticking to last year's agenda, saying his party would go ahead with raising the top rate of tax although he said there would be no increases in other taxes.

Labour had been counting on winning back all the Maori parliamentary seats it lost in the last election and must be concerned at signs of any warming in National's standing among Maori people, now a formidable voting force.

The National party has also been remarkably lucky with a non-stop run of good economic news since mid-December. Helped by the devaluation of the New Zealand dollar, overseas trade figures are showing a marked improvement. Interest rates have halved in 12 months, bolstering consumer confidence.

GDP figures showed a sharp turnaround late last year. Latest retail and house sales, and a sudden growth in job advertisements, suggest an economy in recovery mode. Inflation seems beaten with the consumer price index falling to minus 0.6 per cent in the December quarter.

Riding high in opinion polls, Ms Clark unveiled a

INTERNATIONAL ECONOMIC INDICATORS: PRODUCTION AND EMPLOYMENT

Yearly data for retail sales volume and industrial production plus all data for the vacancy rate indicator are in index form with 1985=100. Quarterly and monthly data for retail sales and industrial production show the percentage change over the corresponding period in the previous year, and are positive unless otherwise stated. The unemployment rate is shown as a percentage of the total labour force. Figures for the composite leading indicator are end-period figures.

Table with columns for Country (USA, Japan, Germany, France, Italy, UK), Retail sales volume, Industrial production, Unemployment rate, and Composite leading indicator. Rows show quarterly and yearly data from 1989 to 1998.

All series seasonally adjusted. Statistics for Germany apply only to western Germany. Data supplied by Datastream and WEA. Retail sales volume data from national government source except Japan and Italy (value series defined by OECD using CPI). Refer to total retail sales except France and Italy (major outlets only) and Japan (department stores only). Industrial production data from national government sources, include mining, manufacturing, gas, electricity and water supply activities except Japan mining and manufacturing only and UK (also includes construction industries). Unemployment rates OECD standardised rate which adjusts as far as possible for the different definitions of unemployment used in official sources. Vacancy rate indicator based on vacancy measures defined by total office employment expressed in index form. Derived from OECD data. US = help-wanted advertising, Japan = new vacancies, Germany and France = all jobs vacant, Italy = no data available, UK = unfilled vacancies. Composite leading indicator: OECD data. Each a combination of series, cyclical fluctuations in which usually precede cyclical fluctuations in general economic activity.

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THE AMERICAS

WASHINGTON POLITICS BOTH PARTIES TRY TO CALCULATE THE LONGER-TERM EFFECTS OF THE BITTER PARTISAN BATTLE

Still impeachment scars on body politic

By Gerard Baker in Washington

Washington begins the post-impeachment era in earnest today with politicians from both main parties anxiously trying to figure out the immediate and longer-term political consequences.

Following President Bill Clinton's acquittal in the Senate last Friday, many have piously expressed the hope that they can put the year-long national trauma behind them and focus on debates about future policy rather than investigations into past misconduct.

But for all the talk of reconciliation, few seriously believe the impeachment question will go away. The bitterness it evoked and the battle lines it established indicate that it will remain a potent force in American politics until next year's presidential elections at least.

Appropriately enough, yesterday was Presidents' Day, a federal holiday in which citizens are encouraged to reflect on the contribution to American greatness of two of the more prominent presidents, George Washington and Abraham Lincoln.

The day drew forth one more aspirant to succeed them, as John Kasich, the Republican chairman of the House of Representatives' budget committee, kicked off his long-shot campaign for his party's nomination.

The youthful-looking 46-year-old avoided the obvious subject in announcing his candidacy to supporters in his home district in Columbus, Ohio. Instead, his main pitch focused on what those Republicans who want to get away from the impeachment subject hope will be their quickest route back to salvation - big tax cuts.

Mr Kasich's chances are slim, however, and other conservative candidates have already made it clear they intend to keep the impeachment issue in the forefront of voters' minds. Dan Quayle, the former vice president who hopes to garner a solid portion of the conservative vote, told his supporters that the 2000 election would be all about character and trust.

The electoral facts pose a conundrum for the Republicans. While polls indicate most Americans overwhelmingly disapproved of their determination to impeach and convict Mr Clinton, their conservative base, who vote in massively disproportionate numbers in primary elections, overwhelmingly approved.

Kenneth Starr, the independent prosecutor, and Henry Hyde, the chairman of the House judiciary committee who led the impeachment, have passed quickly into conservative folklore as martyr-heroes of the conservative cause.

These conservatives will keep the impeachment pot boiling, and even the more moderate candidates, such as George W. Bush, the governor of Texas, should he decide to run, will not be able to disavow the impeachment effort.

And for Democrats the echoes of the last year will ring loud, as they seek to exploit the advantage it has given them in the polls to win back control of Congress and get another Democrat elected to the White House.

Mr Clinton will today and tomorrow begin the task of working on how to make good on his promise last week to promote national reconciliation.

But his advisers say, his efforts will also be animated by the recent memory of impeachment. On Thursday he will travel to New Hampshire, for what has become by now a somewhat clichéd repeat trip to the state where he earned the sobriquet, the "Comeback Kid" in the 1992 primary elections.

The symbolism the visit is intended to evoke is that of a reborn presidency. But it will also serve to remind his opponents that he remains a formidable campaigner.

And while he cannot run again, many of his supporters see the election of Vice President Al Gore as president next year, as tantamount to a "third Clinton term", the only sure way of promoting and protecting Mr Clinton's legacy.

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Clintons play it cool on visit to Mexico

By Henry Tricks in Mérida

US President Bill Clinton, on his first foreign trip since acquittal from impeachment last week, spent a visit to Mexico yesterday apparently anxious to conceal any hint of triumph.

His meetings with Ernesto Zedillo, Mexico's president, were shorn of all razzmatazz. On his arrival on Sunday night, thousands of residents in the Mayan city of Mérida, on the south-east Yucatan peninsula, waited for hours in the main square for a wave or a handshake from the man local women called "El Gero Guapo" - the Handsome Paleface.

But Mr Clinton and his wife Hillary spent off under heavy protection in a dark limousine. There were no planned press conferences by either president.

If there was frivolity, it was well away from the eyes of the cameras for good reason. The White House press corps was on "leakwatch" - scouring the US president's gestures for any gossipy tidbits in the aftermath of the Lewinsky scandal.

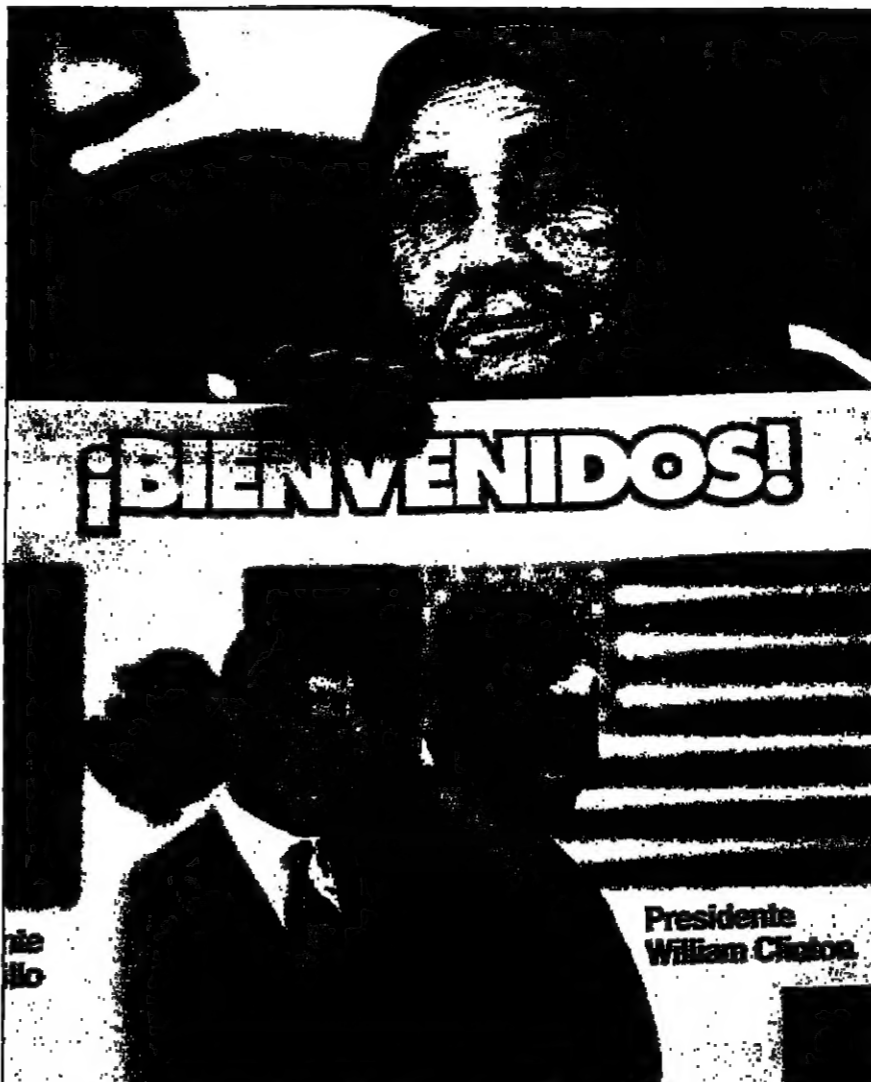
Mr Zedillo would also rather forget the Lewinsky scandal, since he too featured in the Starr report. In November 1997, before Mr Clinton was due to meet Mr Zedillo, Ms Lewinsky allegedly turned up in the Oval Office and showed the US president a suggestive e-mail. "They kissed, and the president rushed off for a state dinner with President Zedillo," the report says.

Also adding to the joint effort to avoid embarrassment was the Mexico government's fear that a hostile US Congress could threaten

"certification" of Mexico over the extent of its anti-narcotics co-operation.

The White House has until March 1 to send Congress its recommendations on countries it considers allies in the drugs war, and Mexico is expected to be on the list. But if Congress rejects the recommendation, which it never has, it could lead to economic and other sanctions and spoil relations between the two neighbours.

Before the visit ended yesterday evening, both governments were expected to sign co-operation agreements on drug monitoring, as well as on violence and safety for migrants along the 2,000-mile border. Mexico also signed an agreement yesterday with the US Export-Import bank for a \$6m credit line to finance Mexican exports to the US.



A Mexican woman waits for a glimpse of the US president

NEWS DIGEST

VENTURE CAPITAL

Investments in US up 24% to record \$14.3bn

Venture capital investments in the US jumped by 24 per cent to a record \$14.3bn last year, according to a survey published today, with technology start-ups grabbing the lion's share of the funds. With venture capital funds achieving average returns of 30-40 per cent, money is flowing into the "risk capital" sector at an unprecedented rate, according to the quarterly PwC venture capital survey. Technology investments almost doubled in the past two years, to \$10.8bn in 1998, up from \$5.5bn in 1996, while internet-related investments more than tripled to \$3.5bn over the same period. In the fourth quarter alone, venture capital investments jumped 11 per cent to \$3.7bn, and 713 companies received new funding. Louise Kehoe, San Francisco

COPPER MINE

Mexican strike ends

Workers at Mexico's Cananea copper mine have ended a three-month strike after an agreement with the mine owner, Grupo Mexico. Close to 2,000 union workers walked out of Mexico's largest open pit copper mine in November in protest at company plans to cut staff and raise the level at which workers receive productivity bonuses. But faced with sharply falling copper prices, the union found it had little negotiating power. The century-old mine, 60km from the US border, stopped losing money during the strike. The miners agreed to the closure of Cananea's smelter, which employs 300 workers. Grupo Mexico, in return, said it would pay employees a productivity bonus for June. Andrea Mandel-Campbell, Mexico City

GUATEMALA APPEAL

Drug convictions reversed

Three men, including a former senior employee of Nestlé, the Swiss food giant, have had their convictions for drug trafficking overturned by an appeal court in Guatemala. Andreas Haenggi, a Swiss who managed Nestlé's factory in Artigua, Guatemala, at the time of his arrest in 1997, has been freed, with a German and a Guatemalan. The appeal court ruled there was insufficient evidence to convict the three men of the trafficking offences. They had been sentenced last September to prison terms of up to 12 years after being found guilty of involvement in trying to smuggle 13kg of cocaine to Europe. Two other Swiss, including Mr Haenggi's son, Nicolas, had their sentences cut from 20 years to five and three years, commutable on payment of a fine. Supporters of the men had maintained there were irregularities in last year's trial and also complained of political pressure to convict, given Guatemala's wish to be seen to be co-operating with US anti-drug efforts. James Wilson, Panama City

G15 urges world trade reform

By Carole James in Kingston

Developing countries are urging change to international trading arrangements, and to institutions such as the World Bank and the World Trade Organisation, to prevent further damage to their economies. The poorer nations intend to "deepen the dialogue" with industrialised countries and to "make a contribution at every stage" in radical reform of the global economy, according to a statement by the Group of 15 developing countries following their annual summit in Jamaica this week. The G15

is made up of 17 states. The leaders contended that the financial crisis in Asia and Latin America were caused by unregulated cross-border financial trading. This coincided with a fall in returns from commodity exports, and the countries found little help from the current structure of international financial and trading organisations.

Mahathir Mohamed, Malaysia's prime minister, warned against emulating Asian countries in rapidly opening markets to foreign capital: "The great Asian Tigers are no more. Reduced to whimpering and begging,

they are but a shadow of their former selves. We had welcomed foreign capital in order to boost our growth. We still do, but now we realise the damage to our economy when that capital is suddenly withdrawn. From being miracle economies we have now become impoverished nations."

Developing countries were suffering from a "globalisation deficit", and needed to re-examine the structures of their economies to see how they can protect themselves, said Hugo Chávez, president of Venezuela. "What has been exposed

by the recent crisis is the worst of all possible worlds - financiers who acted as if there was a global lender of last resort to bail them out, combined with the lack of a lender of last resort," said Percival Patterson, prime minister of Jamaica.

"As a lender of last resort, the IMF remains unsuited to that role. It simply has not been given adequate financial resources. And yet... it did bail out the creditors, while leaving debtors in the lurch."

The group is also seeking "more equitable" arrangements in the World Trade Organisation.

Ecuador finance minister named

By Justine Newsome in Quito

Ana Lucia Armiijos, the "Iron lady" of Ecuador, was yesterday appointed to take over as finance minister following Fidel Jaramillo's resignation last week. An economist who has previously worked at the central bank and the International Monetary Fund, Ms Armiijos was previously interior minister. She is taking over at a crucial time for the economy.

The government hopes that, following Congress's passage of an austere 1999 budget last week, it can slow inflation, stabilise the economy and stimulate production. An annual inflation rate of 43 per cent in December was the highest in Latin America and real GDP growth was a mere 0.8 per cent last year.

Ecuador is anxious to reach a standby agreement with the IMF in order to renegotiate its Paris Club debt arrears, ease the path for new multilateral lending and restructure its external debt. It is also entering uncharted waters after floating its currency last Friday.

"The many adjustments to the banda in the last few years had hurt their credit-

ity. The central bank's strategy of using interest rates, given the weak banking sector, and reserves, was not sustainable," said Michael Henry of ING Barings. Luis Jacome, central bank president, said, "Ecuador's experience is different from Brazil's," adding: "It comes after fiscal policy has been agreed by Congress. Ecuador has tried to preserve reserves at a reasonable level and we moved directly to flotation."

There are hopes that Ms Armiijos can thaw relations between President Jamil Mahamad and the newly independent central bank. She also has warm relations with the Social Christian party (PSC), on whose votes the government relies to form a congressional majority. Political differences with PSC leaders and doubts about changes to the budget triggered Mr Jaramillo's resignation. "I exhausted all possible efforts to ensure that technical and transparent management of public finances became the basis of national development. I am sorry that some political sectors put personal and party political interests first," said Mr Jaramillo.

Table with multiple columns and rows of financial data, including stock prices and market indices. The text is mostly illegible due to high contrast and noise.

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INTERNATIONAL

NIGERIA'S ELECTION OBASANJO PICKED BY PEOPLE'S DEMOCRATIC PARTY □ DISARRAY AT ALL PEOPLE'S PARTY CONVENTION

Former military ruler wins backing as party candidate

By William Wallis in Lagos

Olusegun Obasanjo, Nigeria's former military ruler, won overwhelming support from his party yesterday to contest presidential elections on February 27. The poll will lead to the country's first civilian government in more than 15 years.

Gen Obasanjo retired from the Nigerian army 20 years ago after handing over to a short-lived elected government. He beat off six other contenders for the candidacy of the People's Democratic Party (PDP), winning 87 per cent of the vote at the party's national convention.

Despite delays, allegations of vote buying, and a carnival of last-minute influence-peddling among more than 2,000 delegates, the vote in the northern town of Jos was by all accounts transparent.

Gen Obasanjo said recently that, as president, he would push through economic reforms. He also promised a constitutional review that would address

demands from throughout Nigeria for greater regional autonomy. The PDP groups establishment figures from across the country, including a strong contingent of retired generals. It emerged as the leading force in earlier state and local government polls.

Alex Ekwueme, a former civilian vice president, and runner-up, accepted the result, ensuring party solidarity at this crucial stage of the electoral process. There remains the possibility however, that Mr Ekwueme's failure at the primaries will cost the PDP some of the support it has won in his home region, the south-east.

This may not matter, given the state of play in the other main party, the All People's Party (APP), whose convention broke up yesterday in fist fights and threats of sabotage from delegates denied the chance to vote.

The APP is a coalition of ambitious business magnates, politicians who supported Sani Abacha, the former dictator, and some who did not. Its national execu-

tive council bypassed what promised to be a divisive ballot forcing through Ogburnaya Onu, a little known former state governor, as the presidential candidate.

The convention also rode over opposition to a proposed electoral pact with a third party, the Alliance for Democracy (AD), which enjoys strong regional support among Nigeria's second largest ethnic group, the Yoruba. Mr Onu may himself fall by the wayside in favour of the AD's proposed joint candidate, Olufemi Falae, a former finance minister.

Like Gen Obasanjo, Chief Falae is a Yoruba from the south-west. He shares a strong reputation outside his region, but unless the APP can quickly put its divisions behind it, he is unlikely to have more than an outside chance of winning the presidency.

Gen Obasanjo's supporters see him as a steady hand, ideally suited to the task of steering Nigeria through a delicate change from military to civilian rule. Since 1979 he has built up an inter-

national reputation heading, among other bodies, the corruption watchdog, Transparency International.

A combination of the tough paternalist and the backing he enjoys across the Nigeria's divided regions are seen as key assets in uniting a nation which has come close to falling apart.

However, his candidature has been fiercely opposed by fellow Yoruba, who continue to believe that he failed to support their candidate for the presidency in the 1979 election. They and others also argue that an Obasanjo presidency would represent little more than a continuation of military rule in a civilian guise.

Addressing this issue and warning of the dangers of alienating the army, he said yesterday: "A lot of heat but unfortunately little light has been generated by the debate over my being a retired soldier. Much of the debate has been caused, perhaps understandably, by the feeling of frustration and despair experienced under recent military regimes.



Supporters of Gen Obasanjo celebrate yesterday. He is seen as capable of uniting Nigeria's fractious regions

G7 to ponder plan for global financial rules

By Robert Chots and George Graham in London and Tony Barber in Frankfurt

Proposals for a global committee on financial regulation will be discussed by finance ministers from the Group of Seven leading industrial countries next weekend, amid debate over the role that national regulators should play on it.

Hans Tietmeyer, president of the German Bundesbank, will present proposals for the committee at the meeting on Bonn on Saturday. It would bring together the International Monetary Fund and the World Bank, as well as bank, insurance and securities market supervisors.

"It is a fairly modest proposal," said one senior G7 official. Mr Tietmeyer will argue that a large new bureaucracy is unnecessary, but that the body should have a small secretariat.

Officials said that one controversial issue was the role of national regulators. Mr Tietmeyer is expected to propose that they should be represented by invitation rather than as of right. This reflects the problem that some G7 countries - for example the US - have complex domestic regulatory structures with no lead organisation.

Central bankers have already moved to improve their own mechanisms for monitoring financial stability issues by restructuring one of the chief committees operating under the aegis of the Bank for International Settlements in Basle.

The Euro-currency Standing Committee has been renamed the Committee on

the Global Financial System and given a broader role in monitoring and developing policy on the functioning of international financial markets. It could be represented on Mr Tietmeyer's new body, though it is thought unlikely to have the same status as the Basle Committee of banking supervisors.

Germany's centre-left government will use the G7 meeting to press home its view that international financial markets should be brought under greater control and harnessed to the twin causes of economic growth and job creation.

But the finance ministry in Bonn distanced itself yesterday from controversial proposals to curb foreign exchange market "speculation" put forward by Wolfgang Fric, head of the ministry's international monetary affairs division.

According to Mr Fric, one proposal is an increase in the time gap between the execution of a foreign exchange transaction and its settlement. This might deter large-scale betting on currency movements.

Mr Fric said Germany did not want to "cage" them but rather to guide them in a responsible direction by means of what he called "guard rails". However, he added: "We have no plans to hinder, tie down or muzzle financial markets."

Chancellor Gerhard Schröder's government, the first Social Democrat-led administration to represent Germany at a G7 meeting since 1982, is also proposing an international institution to monitor big moves on foreign exchange and other markets.



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NEWS DIGEST

OLYMPICS SCANDAL

Sydney's worries grow as sponsor warns of pull-out

Sydney's anxiety about sponsorship of the 2000 Olympics increased yesterday following warnings by Samsung Electronics, the South Korean company, that it was reconsidering its A\$77.5m (US\$50m) sponsorship because of negative publicity surrounding the "votes-for-bribes" scandal.

"We believe the recent scandals present some danger to sponsorship," Kim Se-hun, Samsung's manager of sports marketing, told an Australian newspaper. "We still need to evaluate the reports of the various judicial committees (investigating Olympics scandals) before making decisions or definite comments as to the next step."

Mr Kim's comments followed criticism of the Olympics scandals last week from another main Olympics sponsor, John Hancock, the US insurance company, which said it would not use the Olympic rings as part of marketing programmes until corruption had been purged.

Last Friday, General Motors Holden, the Australian car-maker, also suggested it would review its Sydney Olympics sponsorship commitment. Several other Olympic sponsors have expressed concern about the scandal, which has centred on allegations that Salt Lake City bribed International Olympic Committee members to ensure it won the right to host the 2002 Winter Games.

The criticisms are particularly disturbing for the Sydney organising committee for the 2000 Olympics, which is struggling to make up a shortfall of about A\$220m on its overall sponsorship target of A\$870m. Sandy Holloway, the committee's chief executive, recently said the IOC scandal had made the sponsorship target much harder to achieve. Gwen Robinson, Sydney

DEFENCE CONTRACT

Israel wins Croatian order

Israel yesterday won an order to modernise Croatia's MIG-21 fighter aircraft, brushing aside criticism that Franjo Tudjman, president of Croatia, still harboured anti-semitism.

The deal, worth between \$80m and \$120m and awarded to Elbit Systems and Israel Aircraft Industries, was finalised during a visit to Israel by Pavao Mijavec, Croatia's defence minister.

Yossi Beilin, a deputy foreign minister in the former Labour government, said the contract was "a disgrace" given Mr Tudjman's memoirs in which he expressed doubt about whether 6m Jews were killed in the Holocaust.

"Only a cynical government like that of Netanyahu would be prepared to sell its soul for such a contract," he added. Labour had refused to establish diplomatic relations with Croatia. A year after Benjamin Netanyahu was elected prime minister of the right-wing led Likud coalition in 1996, diplomatic ties were forged. Judy Dempsey, Jerusalem

SOFTWARE PIRACY

Microsoft doubts on Lebanon

Microsoft, the US software company, is reconsidering plans to open a regional office in Beirut after Lebanon's parliamentarians deferred a decision on a bill intended to protect intellectual property. Bahram Muhazzabi, general manager of Microsoft for the Gulf and eastern Mediterranean, said no office would be opened in a country "that did not protect that investment".

Microsoft, one of the leading software companies in Lebanon, says "above 90 per cent" of its software is being used illegally, costing the company at least \$2m in lost earnings per year.

The issue has raised questions over the government's ability to implement a programme of institutional and legislative reform of a kind that will attract international investment. A number of parliamentarians had demanded discounts of up to 90 per cent on computer software for schools, universities and government departments. James Schofield, Beirut

speed entry
developing
countries to
WTO

accord to go ahead
missed deadline

under US pressure

wins compensation

سكدا من الامارات

TRADE CONFLICT TOKYO MINISTER WELCOMES SUGGESTION OF FORUM BUT OFFICIALS HAVE DOUBTS

US presents Japan with plan to solve disputes

By Michiko Nakamoto in Tokyo

The US has asked the Japanese government to consider setting up a new economic forum to discuss trade and other matters with the aim of defusing problems before they become friction.

Shuji Yamai, Japan's vice foreign minister, yesterday responded favourably, saying: "I believe it would be desirable that there be a high-level mechanism... to discuss wide-ranging economic issues and to resolve individual trade issues before they turn

into major problems."

The proposal, controversial in both Japan and the US, comes amid growing trade tensions between the two countries. On Friday, the US Commerce Department released a preliminary anti-dumping ruling against steel imports from Japan.

Japan's vice minister for international trade and industry, Osamu Watanabe, yesterday indicated the Japanese government would respond firmly to US actions should they conflict with WTO rules.

"We will calmly monitor

how the United States follows procedures under its domestic law. But if (US action) conflicts with WTO rules, we will make our opinions known," he said.

A sharp rise in Japan's current account surplus last year to a record ¥15,861bn (\$139bn), which was unveiled by the finance ministry yesterday, also prompted vice finance minister Koji Tanami to try to quash criticism that Japan was exporting its way out of recession. "It is not likely that we will seek to achieve an export-led growth. It is not desirable

either," he said. The rise in trade tensions has prompted calls for better communication between the two sides and the US proposal for a new forum could be discussed when Keizo Obuchi, Japanese prime minister, visits the US in May.

The refusal of the finance ministry to discuss problems the US sees in Japan's implementation of the bilateral insurance agreement has, for example, caused resentment on the US side.

However, the idea of a new forum has triggered some

opposition in Japan where many government officials have been suspicious of bilateral arrangements aimed at negotiating specific issues.

Mr Watanabe of the ministry of international trade and industry notes that a new economic forum could be useful to discuss broad, global issues, but would be superfluous if specific trade issues were to be on the agenda.

Japan's experience of such bilateral arrangements in the past has generally been an unhappy one. In the

famous semiconductor talks, Japan was forced to accept a particular target for foreign market share in the domestic semiconductor industry, much to its chagrin. The most recent arrangement, known as the framework talks, was agreed at the highest political level against widespread opposition from Japanese trade officials.

Japanese government officials stress that trade problems in particular should be discussed through the World Trade Organisation, rather than bilaterally.

'Speed entry of developing countries to the WTO'

By Guy de Jongh

The European Union yesterday called for a concerted effort to complete this year membership negotiations with the more than 30 developing countries seeking to join the World Trade Organisation.

Sir Leon Brittan, EU trade commissioner, said the initiative should aim particularly to accelerate WTO entry by the very poorest applicants by offering them simplified admission procedures and specially favourable terms.

His proposal coincides with intensified efforts by the US and China - the most populous of the applicant countries - to agree on Chinese WTO admission when Zhu Rongji, China's premier, visits the US in April.

Sir Leon said his proposed initiative should cover China and Russia, but also countries such as the former Soviet republics, the Baltic states, Albania, Croatia, Cambodia, Laos, Nepal, Saudi Arabia and Vietnam.

He said the WTO should aim to admit as many applicants as possible at its ministerial meeting in Seattle in November, which is expected to launch a world trade liberalisation round. That would mean concluding membership negotiations by late summer.

He said applicant countries must be prepared to accept commitments on trade similar to those

observed by the WTO's 133 members. That would require them to return to membership negotiations with fresh mandates and more ambitious market-opening offers.

In return, WTO members should be ready to grant least developed applicant countries special terms, more lenient than those currently demanded of them.

Such terms could include a 30 per cent ceiling on the poorest applicants' tariffs on goods, and possibly a grace period of several years after admission in which to achieve it, Sir Leon said.

Transition periods could also be granted for adjustment to some WTO rules and disciplines, in areas such as protection of intellectual property rights, while applicants should be asked to open their agriculture and services markets as wide as those of the WTO's poorest existing members.

Sir Leon's initiative follows pleas by Renato Ruggiero, the WTO director-general, for a special effort to accelerate enlargement of the organisation.

Mr Ruggiero fears that unless decisive progress can be made before the WTO launches its next set of world trade talks, negotiations with applicants may stagnate for several years, when the requirements for membership are likely to be even tougher.

Turkey acts to encourage foreign energy investors

By Leyla Bouillon in Ankara

Turkey has taken an important step towards removing the single most important obstacle to investment in Europe's fastest growing energy market, the country's new energy minister said yesterday.

Ziya Aktas said his ministry had reached a "gentlemen's agreement" with the Danistay, the country's highest

administrative court, that the court would not stand in the way of energy projects requiring international arbitration.

The constitution's current requirement that the Danistay should have the final say in any disputes with foreign investors is the biggest obstacle to Turkey's efforts to attract over the

next decade an estimated \$4.5bn in private investment to satisfy the "energy hunger" of a population

which by 2010 could grow from 60m people to 80m.

Mr Aktas recognised that international arbitration was a "must" for financiers of deals both for the transfer of power plant operating rights to private companies and the sale of electricity by private generators. He said that contracts could be approved by the Danistay even before necessary constitutional amendments were passed by the parliament in six months to a year's time.

The amendments would allow deals to be defined simultaneously as concessions, which are subject to Danistay arbitration, and as commercial agreements, which are not.

Mr Aktas, who is part of a caretaker administration that will run Turkey until elections on April 18, said the government also planned next month to sign a contract to buy 10bn cubic metres of natural gas a year

from Turkmenistan over a 20-year period. The gas would be transported by a \$3bn pipeline to be built by a consortium led by Bechtel of the US, providing the pipeline sees off a competing Russo-Italian project announced last month to transport Russian gas through Turkey. Mr Aktas brushed aside analysts' doubts that the Turkish and European gas markets could sustain two new pipelines. He also voiced confidence in

a separate plan to build a \$2.4bn pipeline carrying Caspian oil from the Azeri capital of Baku to Turkey's Mediterranean port of Ceyhan. He hoped an inter-governmental agreement between the states through which a pipeline would pass could be signed by mid-March, followed by the conclusion of agreements between the states and oil companies involved in the production and sale of Caspian oil.

NEWS DIGEST

FINANCIAL SERVICES DEAL

WTO accord to go ahead despite missed deadlines

World Trade Organisation members yesterday decided to bring a landmark accord liberalising financial services worldwide into force as planned on March 1, despite the failure of some governments to ratify the pact on time.

Fifty-two countries accounting for over 90 per cent of the global financial services market also agreed to give the 16 WTO members which missed the end-January deadline until June 15 to ratify the accord. The signatories include the important financial centre of Luxembourg, as well as Australia, Brazil and Poland.

The pact to enlarge foreign competition in banking, insurance and securities services was signed by 100 countries in December 1997 after difficult negotiations in the midst of the Asian financial crisis. Hailing yesterday's decision Renato Ruggiero, WTO director-general, said it would inject a measure of stability into turbulent global financial markets.

Meanwhile, the WTO's general council yesterday declined to issue an interpretation of WTO dispute settlement rules relating to compliance, the subject of a bitter argument between the US and the European Union in their banana battle.

The matter, which the EU put on the agenda, has been referred to a more general ongoing review of WTO dispute procedures. Frances Williams, Geneva.

COSMETICS TESTS ON ANIMALS

Brussels 'under US pressure'

The European Commission is under pressure not to amend its cosmetics directive to ban the use of ingredients tested on animals because of fears that the move would breach world trade rules, according to the Royal Society for the Prevention of Cruelty to Animals, the leading UK animal welfare charity.

The RSPCA claims a modification to the existing directive risks not being adopted because of protests from the US that it would act as a barrier to trade.

The amendment was originally intended to allow the sale in the EU of cosmetics which contained ingredients tested on animals, including those imported from outside Europe. But Brussels has been advised that banning products that were not tested in Europe - areas it tested on animals - would breach international trade obligations.

Alex Ross, RSPCA spokesman, claimed the EU also wanted to ban imports of cosmetics from Canada and the US, but said he had been advised that "we need to persuade other countries and the WTO to change their rules to stop simply ending the amendment being sacrificed for trade concerns".

The RSPCA will today lobby the British parliament to urge ministers to take up the case through trade channels. George Parker, London.

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Microsoft wins compensation

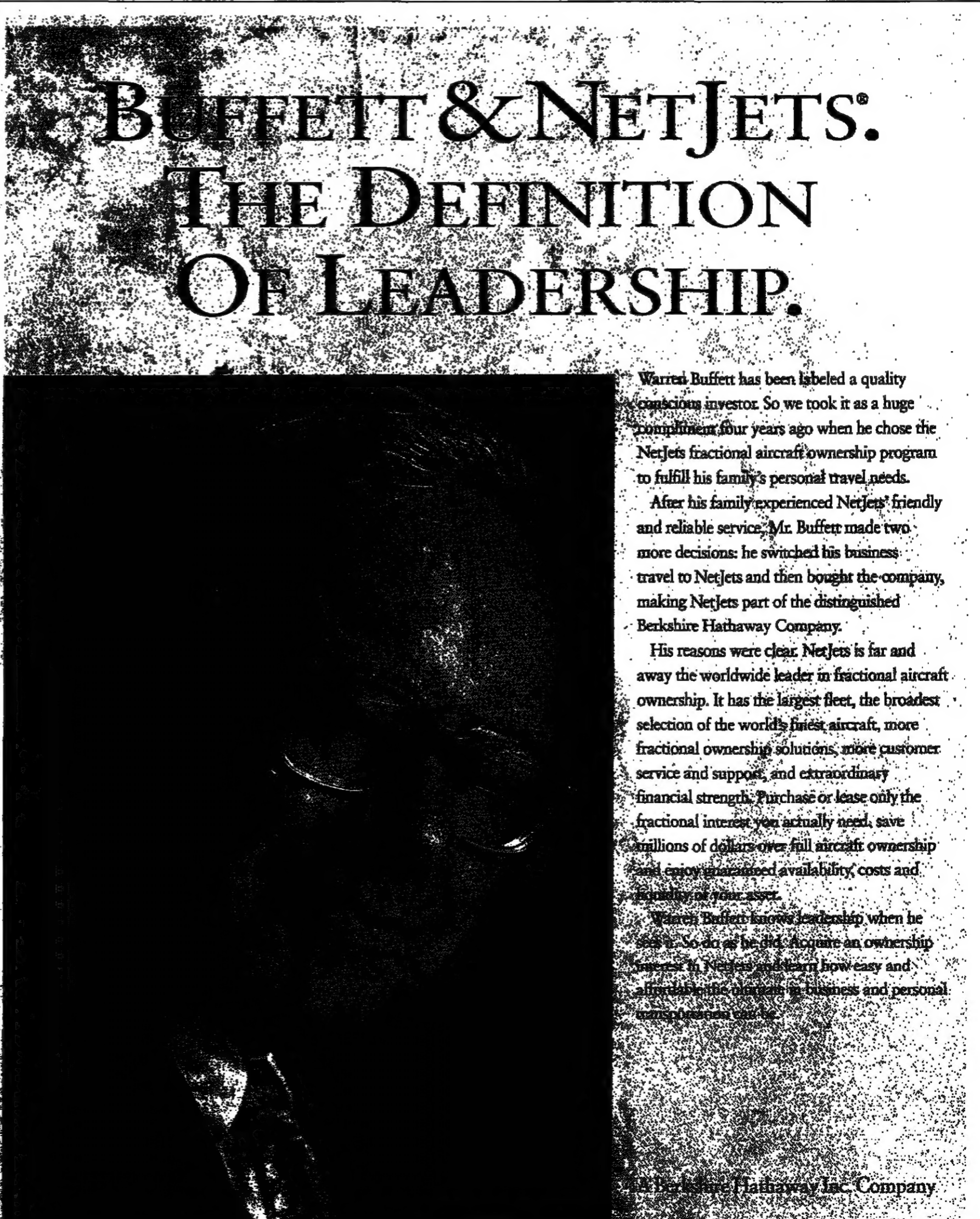
Microsoft, the US computer software giant, has won compensation from two Chinese companies worth a total of \$100,000, the China Daily newspaper said yesterday.

It said Beijing Haida Science & Technology Development Company and Min'an Investment Consulting Company were found guilty by a Beijing court of copyright infringement and the unauthorised use of Microsoft products.

China is trying to crack down on copyright infringement and on the misuse of intellectual property rights as part of its bid to enter the World Trade Organisation. Many western WTO members, particularly the US, have said they want to see China take a stronger stance against copyright piracy before WTO entry is seriously considered.

"The verdict of this case demonstrates China's efforts to further strengthen protection of intellectual property rights," the newspaper quoted Song Huijiao, Microsoft's lawyer, as saying. AP-DL, Shanghai.

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DEVELOPING NATIONS FOREIGN OFFICE PLAN

UK groups urged to fund environmental secondments

By Andrew Parker, Political Correspondent

UK companies are to be asked to provide secondments for industrialists from developing countries to help improve their knowledge of environment-friendly working practices.

Robin Cook, foreign secretary, indicated last night the government would pay for the secondments through a "climate change challenge fund".

"It will fund projects that will help developing countries to build up the capacity they need to combine healthy growth with low emissions of greenhouse gases," Mr Cook told the Green Alliance, an environmental coalition, in London.

An Anglo-German forum on the environment is to be set up, underlining the need for European wide solutions. It will bring together ministers, business and non-governmental organisations.

Mr Cook said he was inviting "young future leaders from developing countries" into the Foreign Office because "the key to building a global consensus on the environment will be to break down the suspicion between north and south. We in the developed world need to convince the south that our concern for the environment is not a form of protectionism in disguise".

The Foreign Office will provide £500,000 (£250,000) to the fund. Mr Cook said he hoped UK companies with an interest in the environment would at least match this sum.

Menus to detail contents of modified foods

By David Wighton, Political Correspondent

The government yesterday said it would bring forward the introduction of rules to force restaurants to disclose whether they are serving genetically modified foods.

As part of a counter-offensive over such foods, the government said it hoped to bring in regulations by June requiring menus to carry details of the GM content.

In a sign of the government's concern at the media backlash, Downing Street sought to use the prime minister's eating habits to reassure the public. Declaring the prime minister had "no problem" with eating GM foods it said: "The prime minister is very strongly of the view that this product is safe. He has not hesitation about saying that."

Critics said the move smacked of "desperation" and recalled a similar demonstration of confidence by John Gummer, the then Conservative agriculture minister when at the height of the BSE crisis he fed a beefburger to his daughter.

"The challenge fund will enable young high fliers in the key industries in those countries to spend time in British companies."

"It will pay for carefully targeted secondments and training programmes," Mr Cook said.

He added that the European Investment Bank was "keen to work with us, funding appropriate projects that our challenge fund opens up through its well-established banking network in developing countries".

A Foreign Office official said the climate change challenge fund would help developing countries move from a "high emissions target to a low emissions target".

He added that the specific uses for the fund had not been finalised but could include financing the secondments.

Other uses could involve paying for the secondees - to include officials as well as industrialists - to attend UK higher education courses and financing seminars in the developing countries on climate change.

Mr Cook also announced that the Foreign Office would be inviting a secondee from business to promote the UK's environmental industry. A secondee would also be brought in from an environmental organisation.

Mr Cook insisted he had pushed the environment up the Foreign Office's agenda.

"We strengthen our environmental policy by having a foreign policy that supports democracy, human rights, accountability and openness," he said.

Pro-British leader faces opposition over peace agreement

By John Murray Brown in Belfast

David Trimble, Northern Ireland's first minister, looks set to be opposed by a majority of unionists today when the regional assembly votes to ratify the new power sharing arrangements.

Mr Trimble is leader of the Ulster Unionist party, the biggest pro-British party in the region.

Unionists in the 106-member assembly are evenly split. But one of Mr Trimble's 28 assembly members has said he would vote against the motion, tipping the balance of power towards opponents of the 1998 peace agreement brokered by former US Senate majority leader George Mitchell.

Peter Weir, a UUP assemblyman, said in December he would vote against ratifying the shape of the new regional administration because the deal did not demand prior handover of weapons by the Irish Republican Army.

But a majority unionist vote against Mr Trimble will not change the result of today's vote because the motion will be backed by the moderate nationalist Social Democratic and Labour party and Sinn Féin, political wing of the IRA.

The issue underlines the internal challenge Mr Trimble faces over his tentative rapprochement with republicans. The assembly is being asked to approve 10 ministries and six "north-south" bodies which will implement policy in co-operation with the Irish Republic. A separate vote will be taken on setting up a civic forum to bring together business, unions, the voluntary sector and churches to consult on issues of mutual interest.

But Mr Trimble insists the IRA should first hand in some weapons before Sinn Féin can take seats in the executive.

Poor oil prices spell troubled waters for the industry

With crude languishing close to a 12-year low, the long-predicted decline in the sector may be about to begin. Robert Corzine reports

Anyone seeking signs of the oil price collapse in Aberdeen, Britain's oil capital in north-east Scotland, may find themselves frustrated. On the surface, it is business as usual: helicopters shuttle between North Sea platforms and Aberdeen airport, and house prices, rivalling London and southern England, remain high.

But dig deeper and it is clear Britain's offshore oil industry, which until recently accounted for nearly a fifth of all industrial investment, and which supports more than 380,000 jobs across the country, is at a turning point. With crude prices testing 12-year lows, many wonder whether the long-predicted but much-postponed decline of the industry is about to begin.

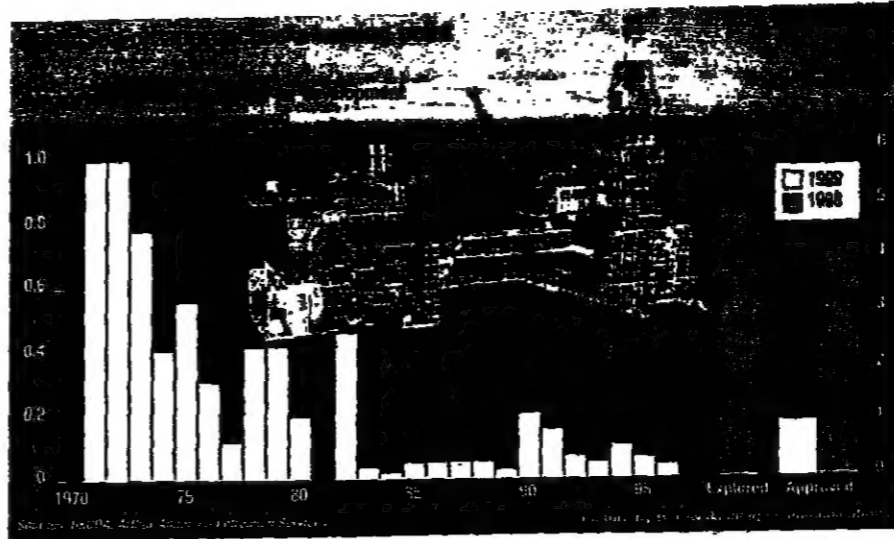
The answer is not straightforward. Short term, there appears to be little danger of a collapse in output. Wood Mackenzie, the consultancy based in Edinburgh, the Scottish capital, believes about 93 per cent of output from the UK continental shelf would still be economic

with an average oil price as low as \$7 a barrel, well below the present range of \$10-\$12. It also predicts UK oil output this year will surge by 14 per cent to a record average of 2.9m barrels a day, as companies seek increased volumes to offset lower prices.

A steady reduction in offshore operating costs underpins the new resilience of the industry. Royal Dutch/Shell, one of the biggest producers, says its operating costs of about \$2.50 a barrel are three times lower than its 1990 projection for this period. Technological innovation, more focused management and new arrangements with contractors and suppliers account for much of the reduced costs.

But the price collapse is being felt at the exploration and appraisal level, where activity has plummeted. Given the cyclical nature of the oil business, a prolonged downturn in exploration would have a knock-on effect on future production levels.

Capital spending is also being slashed. This will hit UK platform fabricators,



which face a dearth of big field developments in the pipeline. Malcolm Brinded, managing director of Shell UK, believes sub-sea developments will dominate in future. The aim will be to tap the many small fields that surround the larger, developed reservoirs. Wells will be placed directly on the seabed with pipelines taking the oil, gas and water mixture back to existing platforms for processing.

"There are plenty of small developments in the £80m range," says Mr Brinded. "But we need to repeat them quickly and simply." That may require fundamental reforms to the way the industry is organised.

A new government-industry taskforce has been charged with enhancing the sector's competitiveness. "The North Sea needs to be operated differently," says Pierre Jungels, chief executive of Enterprise Oil, the UK's biggest independent explorer. Enterprise and Amerada Hess, the US oil group, recently looked at combining offshore assets under a single unit. That idea did not pass the discus-

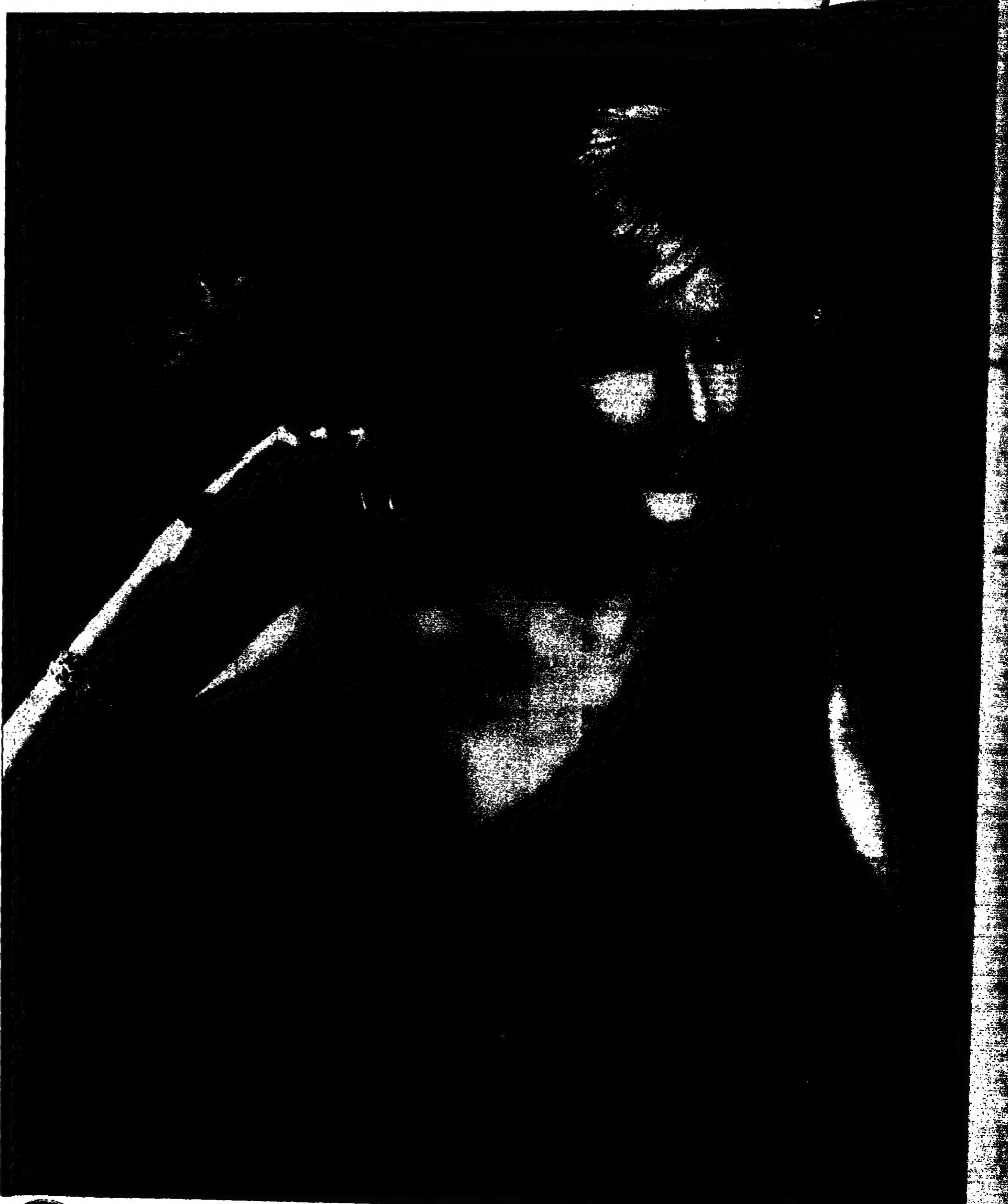
Some savings are expected from changes to the way the industry organises its supply chain. "We often never know how equipment performs after it leaves the factory," says Syd Fudge, chairman of the Offshore Contractors Association, a trade group.

Improved technology also figures in Crine's thinking. Cutting the cost of wells is the biggest priority, given that they are the most expensive element in most offshore developments. Although day rates for drilling rigs have fallen from \$50,000-\$60,000 last year to \$30,000-\$40,000, new technical approaches, such as slanting wells, could cut drilling costs by up to a third within five years or so.

But a question mark remains over future investment levels unless crude prices improve. "Oil prices at \$14-\$15 a barrel will keep the North Sea a viable business," says Mr Brinded. Other big producers, such as BP Amoco, want relief from royalties on older fields. But much remains to be done. Crine, an industry body, believes offshore life-cycle costs - funding, development and operating costs - can be cut from \$12 a barrel to \$8 by 2002. In the early 1980s they were \$22.

SNP says

Increase in



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SCOTLAND NATIONALIST PARTY UNVEILS PROPOSALS FOR LOW-INTEREST BONDS TO FUND LARGE PUBLIC WORKS PROJECTS

SNP says private finance scheme must go

By James Dunton in Edinburgh

The Scottish National party will today spell out its determination to replace the private finance initiative with a Scottish public services trust that would guarantee low-interest bearing bonds to finance large projects. The PFI is an effort to attract private finance to public projects. It was inherited by the present government from its Conservative predecessor.

PFI is being used in Scotland for three hospitals, a large schools rebuilding project and a prison.

Alex Salmond, leader of the nationalist party, which campaigns for independence for Scotland in the European Union, said the new system would be cheaper than PFI and would leave the assets in the hands of the state at the end of the 30-year borrowing period, rather than in the hands of the lenders, as happens under PFI. "This is an imaginative way to end the present rip-off of PFI and fund new assets," he said.

But the scheme was attacked yesterday by Sam Galbraith, the Scottish health minister, who said it would add to the public sector debt. He said the spending power of the Scottish parliament and the health service are now under way.

Under the scheme financial institutions would issue bonds on the international bond market to fund public works projects in Scotland. With a guarantee from the Scottish public services trust the bonds would pay interest rates as low as 4.75 per cent, compared with the 9 per cent Mr Salmond claimed is often charged for lending under PFI.

He said the new Edinburgh Royal Infirmary, now being built under PFI and involving borrowing £200m, would use to borrow only £125m under the SNP scheme. The PFI has a poor image in Scotland because it is seen as a threat to public sector jobs. In opposing it the SNP is aligned with Unison, the largest public sector workers' trade union, and the British Medical Association, which represents family doctors.

Mr Galbraith said financial institutions would only lend more cheaply if a government institution such as the Scottish Office guaranteed the debt of the new public services trust and assumed the risks of the project. But if that happened the debt would come as public sector debt. "That would mean that the amount of other capital expenditure which a devolved Scotland could undertake would be massively reduced."

He said the SNP's claim that the cost of borrowing for the Edinburgh Royal Infirmary could be reduced by 60 per cent to £125m was "truly Alex in wonderland politics".

Farries will no longer be able to take doctors to two Scottish islands to deal with emergencies in the middle of the night because of EU-inspired working time laws. Caledonian MacBrayns, the ferry company, has told residents on Gigha and Iona off the west coast that new working time legislation makes the emergency service impractical.

NEWS DIGEST

HEATHROW 'DISASTER'

Engineering group fined \$1.9m over tunnel collapse

Balfour Beatty, the engineering company, was yesterday fined £1.2m (\$1.9m) over a tunnel collapse at Heathrow Airport in 1994. A £500,000 fine was imposed on Geococonsult GES, the Austrian engineering consultancy firm that monitored construction of the tunnel. Both organisations were ordered to pay £100,000 in costs.

The judge at London's central criminal court called the collapse "one of the worst civil engineering disasters in the United Kingdom in the last quarter of a century". The tunnel, part of the Heathrow Express rail link to central London, collapsed in October 1994 leaving craters at the airport and causing the cancellation of hundreds of flights.

The fines far exceeded those imposed in other cases of breaches of health and safety rules without loss of life, which have typically ranged between £100,000 and £250,000. Geococonsult was convicted on two charges of failing to ensure the safety of employees and the public last week. Balfour Beatty pleaded guilty to the same charges in November 1997. The tunnel was being built using the "Austrian method", in which the contractor uses an excavator rather than a boring machine and uses wire mesh and concrete to reinforce the walls of the tunnel. This minimises the need for extra support - and cuts costs. Vicki Bakshi, London

STATE HEALTH SERVICE

Warning over tobacco cases

Proposals for state health service hospitals to sue tobacco companies were rebuffed yesterday when the government warned court action would be illegal. The announcement came after it emerged that health service managers were considering trying to recover funds from cigarette manufacturers for the costs of treating smokers. But the Department of Health insisted such action would require new legislation, which the government is not intending to pass.

Dr Bill O'Neill, ethics and science adviser to the British Medical Association, the family doctors' group, said: "We believe the department's stance on the legal position needs to be challenged. The government is understandably reluctant to take on the tobacco companies and perhaps does not want health service trusts [hospitals] to be seen to be 'spending public money' on this legal battle."

PRIVATE HEALTH INSURANCE

Bed charges anger industry

Bupa, the largest UK operator of private hospitals, angered the health industry by demanding an increase of three times the rate of inflation in charges for its beds - while the insurance side of the business tells rival hospital providers it will only pay a near-zero increase in their charges. The move came as Bupa disclosed in confidential correspondence to private hospitals that it faces a loss of more than £20m (\$32.5m) on last year's insurance business. Others in the industry accuse Bupa of double standards, while private medical insurers are angered at the implications of Bupa's price increase for their premiums. Bupa Hospitals is seeking a 7.5 to 8 per cent increase in its hospital charges when Nuffield Hospitals, the third largest group, is raising its prices by only 2.5 to 3 per cent.

Fergus Kee, managing director of UK membership for Bupa's insurance arm, insisted the hospital and insurance sides of the business "operate independently of each other". With Bupa insurance losing money, "we are doing what any business in our position would do, which is seek the minimum price increases possible from our suppliers right across the industry". Nicholas Timmins, London

MENTAL HEALTH

Psychopath move 'shocking'

Dangerous psychopaths are to be locked up indefinitely - whether or not they have committed a crime - under laws proposed by the government yesterday. Jack Straw, home secretary, told MPs that some people with severe personality disorders are such a threat to the public they should be incarcerated even if they have not yet broken the law. He accepted that "detaining people indefinitely on the basis that they pose a danger to society is a serious step", but "the safety of the public is our prime concern".

But John Wadham, director of Liberty, the civil liberties campaign, condemned this judgment as "shocking". He said: "Proving that you are not dangerous is almost impossible and there is no doubt that some people who are no danger will be locked up."

The government's plans for imprisonment focus on those who have been released from jail or psychiatric care after serving their sentence for previous crimes, and those who have yet to commit crimes but are thought to be a threat. The current law allows such people to be detained only if "treatment is likely to alleviate or prevent a deterioration of their condition". They are held in psychiatric hospitals. Simon Buckley, London

OFFICIAL STATISTICS REVIEW BY KPMG

Role of private sector to widen

By Simon Briscoe, Statistics Editor

The private sector is to be given a greater role in collecting Britain's official statistics, the government is soon to announce.

The move follows a review by KPMG, the consultant, commissioned by the Treasury last July. The aim of the review was to improve efficiency and identify potential savings. It is believed to have specified contracting out collection of data as the way to provide the biggest benefits.

The Office for National Statistics' 3,100-strong workforce could be cut by 1,000 if the private sector takes on wider functions and the ONS focuses on analysis and dissemination. But hundreds of jobs could move to the private sector.

The review could have an impact on the 10-yearly census, next due in 2001, which is expected to cost more than £100m (£164m).

But contracting out data collection for other surveys would have a greater impact on the ONS structure. The organisation conducts nearly 100 business surveys each year and many other studies.

The government's handling of the review has attracted criticism. The review was vague and many observers, including the House of Commons Treasury committee, felt any study should have been carried out as part of the government's recent spending review, which set out three-year financing plans for all departments.

Private sector involvement in data collection has already been tested on the retail price index. The ONS considers this a success and the government plans to retender when the existing contract expires this year. But critics within the ONS fear the quality of data will fall if respondents are not answering government surveys because of fears about confidentiality.

The move comes at a time of upheaval for the ONS. There have been a number of recent structural changes in the organisation, as well as complaints by senior staff of underfunding.

PRIVATISED COMPANY CONTRACTORS ARE URGED TO REVIEW STANDARDS BECAUSE OF PEAK LEVEL OF 'UNSAFE ACTS'

Increase in dangerous incidents on rail network

By Charles Behringer, Transport Correspondent

Railtrack, the privatised owner of most of the UK rail infrastructure, plans to step up its safety procedures in the wake of an alarming increase in incidents involving contractors working on the rail network.

The number of "unsafe acts" including "near

misses" of workers on the line and problems with incorrectly isolated sections of electric rail rose to a record level in the four weeks to mid-November, the company said yesterday. In one incident a safety supervisor allowed an engineer's train into an area where men were working and was then found asleep in his car. The increase in incidents

caused by contractors contracted with an overall decline in the number of life-threatening incidents on the railway in recent years. The decline in safety standards among contractors has forced Railtrack to renew its appeal for them to raise standards.

Railtrack has been under pressure in recent months from the railway inspec-


tors, MPs and trade unions over its management of contractors and has normally defended its record of dealing with them. The transport committee of the House of Commons warned in December that Railtrack was not monitoring its contractors adequately.

It has been criticised for failing to properly monitor companies new to the rail

industry. When the former state network's track maintenance companies were privatised, many were bought by civil engineering groups including Amey, Balfour Beatty and Jarvis. Railtrack's concerns are revealed in the latest edition of a staff newspaper. It said it wanted to bring home to its staff the importance of this safety issue.

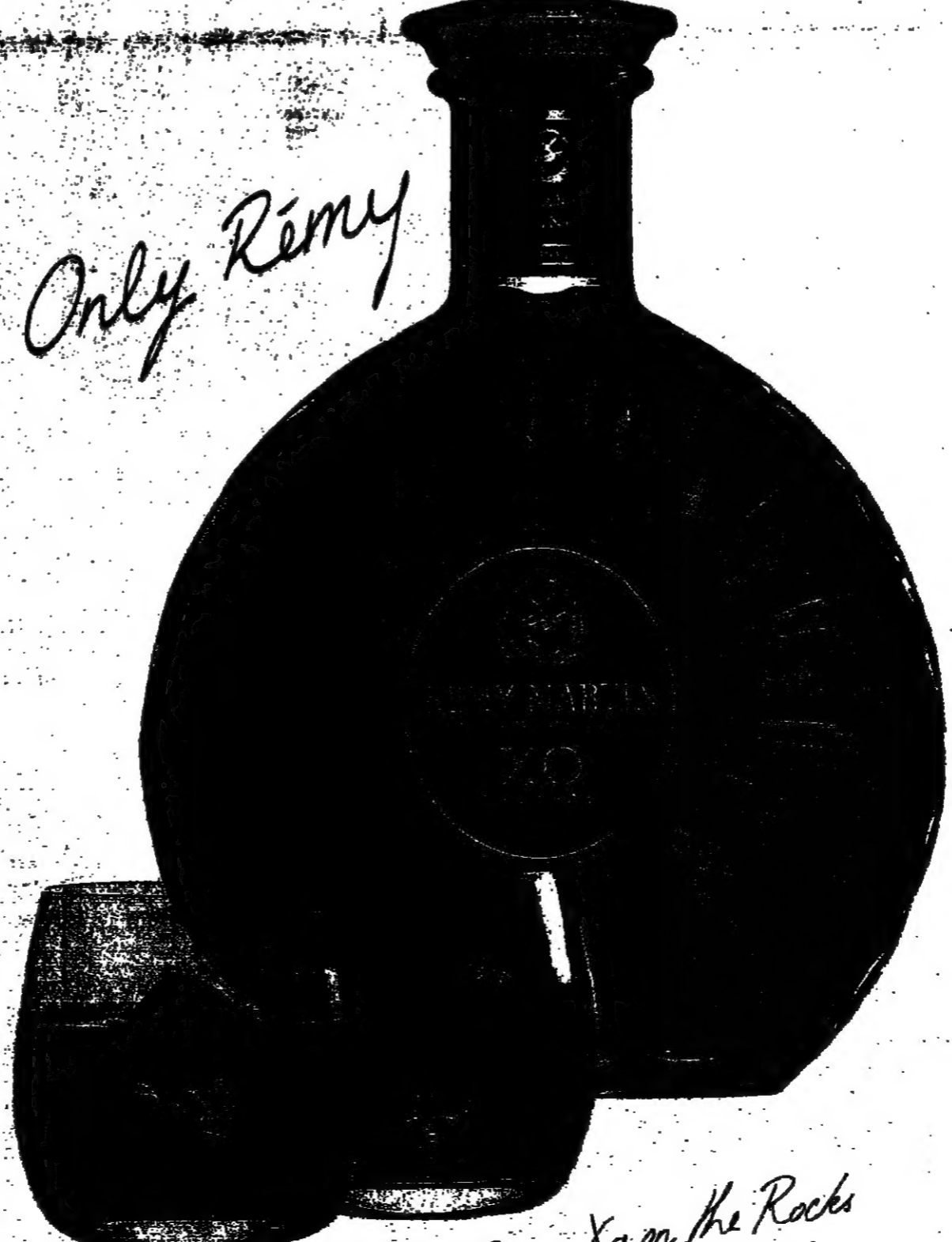
A total of 111 incidents was recorded in the four week period to November 14 and the average in recent months has been 18 per cent higher than a year ago, according to the company's latest group safety report. "Two contractors' staff have been killed over the past year while 66 have suffered severe injuries, 20 more than the previous year."





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MANAGEMENT & TECHNOLOGY

MANAGEMENT FLEXIBLE WORKING

Pathway for pioneering performers

Alison Maitland finds you do not necessarily have to work long hours in the office to get to the top

Part-time work is still often associated with low wages, low-status jobs. But a new breed of highly rated managerial staff working fewer hours is emerging in many of North America's leading companies.

A study of 87 part-time managers and professionals working for a wide range of US and Canadian employers has found that many are "star" performers.

The researchers admit they were surprised by the success reported in the survey, which also questioned spouses or partners, senior managers, human resources staff and co-workers.

"These kinds of jobs are assumed to be impossible to customise and contain, given the responsibility for the work of a group of subordinates," says Mary Dean Lee of McGill University's management faculty, leader of the research team.

Senior managers cited many reasons for approving a cut in working hours: to keep outstanding staff and to avoid wasting the investment in their training.

Many of the 87 managers and professionals - who included software engineers, human resources specialists and finance experts - were women with children under 10.

They were generally fairly high-level employees with an average of 11 years' service. Their salaries averaged nearly \$80,000 (\$27,000), with the highest on \$140,000.

The 45 organisations involved included AT&T, International Business Machines and Procter & Gamble, and professional services firms such as EPMG and Ernst & Young.

On average the sample had reduced their weekly working hours from 50 to 32 - by working four days a week, rather than five or more, for example. They

took on fewer clients or projects, extended deadlines, dropped less important aspects of the job or moved away from handling staff or clients to concentrate on project work.

Their performance was as good as, or better than, before, according to most of their senior managers. Some were seen as being more creative and productive because they had achieved the desired balance in their lives.

"In general, senior managers tended to attribute the success... to the unusually talented individuals involved, as well as to increased loyalty, motivation and commitment," says Professor Lee and her co-author, Shelley MacLennan of Indiana's Purdue University.

Given the value placed on such people, a crucial question facing many employers is how to help them advance in their careers if they remain part-time. Only 10 per cent of the sample planned to return to full-time work within the next three years.

While most believed they had made some career trade-offs, two-thirds did not believe their progress had been halted

The top managers commonly felt jobs above a certain level could not be done on a shorter working week. Even in companies prepared to experiment and innovate, "there appears to be no real re-evaluation of the traditional career path to the top", say the authors.

This is echoed in negative statements from some individuals that their careers had "plateaued" and that opportunities to progress would only arise if they resumed full-time work.

However, while most believed they had made some career trade-offs, two-thirds did not believe their progress had been halted. Many talked about pursuing career success "on their own terms". Of the whole sample, 35



Nine to five: but part-time work is gaining acceptance

per cent had been promoted while working fewer hours.

Having a supportive senior manager was the most frequently mentioned factor in making the arrangement work. Significantly, 70 per cent of senior managers in the survey were rated as highly supportive, although only 40 per cent had negotiated the original agreement.

How can senior managers help? The research suggests they should be sensitive and creative in solving problems, encourage dialogue about the workload, and

But a quarter were unhappy, often because part of the workload had been shifted to them or they had to cover in emergencies. The authors say such concerns must be acknowledged and managed.

By contrast, many co-workers were concerned that the part-timers were doing essentially the same job in less time. More than three-quarters of spouses and partners reported a better family life, but a minority was worried that the workload seemed as big as before.

Making these arrangements work is often left largely up to individuals, the report concludes. But corporate attitudes can make all the difference. What was thought impossible in one company was considered an ideal arrangement in another.

As many part-timers expressed it, limits to success lay not in the nature of jobs but in the lack of imagination in redefining or restructuring them.

Plenty of imagination is likely to be needed, says Prof Lee. "These people are the pioneers. They'll be opening doors for people who are strong, solid performers. I believe there will be more and more men and women demanding this kind of arrangement."

Improving New Careers: Accommodation, Elaboration, Transformation. Available from 001 514 398 4030 or email: lee@management.mcgill.ca or web address: www.management.mcgill.ca/faculty/report/index

Fujifilm plans colourful launch for world's smallest pixel camera

Weighing just 8½ ounces and measuring 4in high, the world's smallest 2.3m pixel camera will be launched by Fujifilm in April. The Japanese group says the digital MX2700 camera produces files of sufficient size - six megabytes - to produce clearer and more colourful images.

Within the pocket-sized case, the MX2700 has some special features. These include an innovative new filter and enhanced signal processing that offers improved skin tones and other colourings.

www.fujifilm.co.uk/cd

Built-in point of connection

Increasing numbers of peripherals such as printers, scanners, speakers and mice can be connected to the computer via a Universal Serial Bus (USB), writes Geoff Wheelwright.

Some digital cameras are being fitted with USB connections to desktop and notebook computers. But you cannot plug these extras into a single USB port. The normal solution is a USB "hub" - a box with sockets for USB devices and a connection to the port.

ViewSonic, the US-based computer display manufacturer, has developed a line of displays with a built-in USB hub. This enables up to four USB devices to be connected without a separate USB hub.

For less than \$1,500 in the US, you can get ViewSonic's new Xtreme Monitor which includes a 21-inch display, capable of showing images at a 2,048 x 1,536 pixel resolution. It also boasts a four-port USB hub to simultaneously run USB compatible peripherals and "Hot On Screen" software.

www.viewsonic.com

Online archive for legal material

Butterworth, the UK law firm, has teamed up with Autonomy, a UK technology group, to develop an



Small issue: the digital MX2700

online archive base with 17,000 pieces of legislation dating from 1267 AD, and 300,000 pieces of legal material.

Autonomy's software reads, categorises and links thousands of pieces of legal knowledge. These are contained within two sources: Legislation Direct, a database that includes every legal act and statutory instrument in force in England and Wales, and Halsbury's Law Direct, the 50-volume legal bible compiled since 1908.

The software provides subscribers to Butterworth's online legal information service with an accurate reference guide to English and Welsh law.

www.butterworth.co.uk

Web server in your shirt pocket

Researchers at Stanford University have built a matchbox-sized web server that is small enough to fit into a shirt pocket, writes Vanessa Houder.

The computer scientists believe that the computer, which was made using off-the-shelf components, is the smallest ever built.

The server, which is less than 1.75 inches high, 2.75 inches wide and 0.25 inches thick, consists of an AMD 486-SX computer with a 66 megahertz central processing unit, 16 megabytes of random access memory and 16 megabytes of flash read-only memory. It is connected to the Internet through a parallel port and runs a cut-down version of Linux, a version of the Unix operating system. Because the machine is a web server, it does not need a keyboard or a display.

The server is one of the first

projects carried out as part of the Stanford programme for developing computer technology that can be incorporated into clothing. The computer could be put in a shirt pocket and linked up to special glasses that can act as a computer display. The researchers are working on a glove as a possible replacement of the keyboard in an attempt to find a compact method for inputting data.

http://wearables.stanford.edu

Alcatel offers first IP-PCX

The world's first internet protocol-powered Private Communications Exchange (IP-PCX) has been launched by Alcatel, the French telecommunications equipment group. The new product is designed for integrated enterprise voice and data and fixed and mobile communications.

Olivier Baujard, president of Alcatel's enterprise and data networking activities, said: "The benefits to the enterprise are enormous."

"As voice communications are enabled over the data network, there is now only one network and one management system for the IT manager to control. For the end-user, there is a seamless transition that offers new business benefits through enhanced IP-based applications and communications tools."

www.alcatel.com

Compaq, Lotus opt for UK system

Compaq Computer and Lotus Development Corporation have selected Knowledge Management, the UK consultancy, to contribute its Knowledge Innovation software system to the US groups' portfolio of products.

The system comprise a web- or Notes-based "innovations Space" where users can identify problems and generate solutions. There is also an online training course in creative thinking to aid the innovation process.

www.knowledgeassociates.com

Christopher Price



TANZANIA ELECTRIC SUPPLY COMPANY LIMITED

PRE-QUALIFICATION FOR CONSULTANCY SERVICES TO DEVELOP THE ZAMBIA-TANZANIA 330kV INTERCONNECTOR PROJECT FOR PRIVATE INVESTMENT CONSIDERATION

ZESCO LTD of Zambia and TANESCO of Tanzania have embarked on the development of a 330kV transmission line from Pensulo substation, Serenje, Zambia to Mwakibete substation, Mbeya, Tanzania. The length of the line is approximately 690km.

A techno-economic feasibility study has been done by an inter utility study team from ZESCO, TANESCO and ESKOM. A financial and economic justification study has also been undertaken. A Power Purchase Agreement and a Pre-qualification document has been drafted. Tariff negotiation process has commenced. There is now need to identify potential private investors and formulate a Request For Proposal (RFP).

A Consultant is therefore being sought to assist in the Pre-qualification of Potential Private Investors and to prepare and adjudicate the RFP in order to prepare the project for investment consideration. The Consultant is also required to assist in setting up a realistic program of events, target dates and formal outputs.

The applicants' expression of interest must be in English and must include the following:

- A comprehensive individual profile or company curriculum vitae
- Organisation structure and capacity to manage this kind of project
- Audited financial statements for the past 3 years
- Reference for similar assignments already undertaken within the past 7 years including key personnel, work done and time spent on similar assignments
- Contact details and physical addresses
- Any association/partnership with local firms

Expression of interest should be addressed to:

The Company Secretary	OR	The Company Secretary
ZESCO LTD		TANESCO LTD
P.O. BOX 33304		P.O. BOX 9024
Lusaka		Dar es Salaam
Zambia		Tanzania
Fax: +260 1 223971/237601		Fax: 255 051 113836

And should be received not later than 12:00 hrs on Monday, 15th March 1999.

LEGAL NOTICES

No. 0099 of 1999
In the High Court of Justice
Chancery Division
The FLEMING AMERICAN INVESTMENT TRUST PUBLIC LIMITED COMPANY
and in the Matter of the Companies Act 1985

NOTICE IS HEREBY GIVEN that a Petition was on 11 February 1999 presented to the High Court of Justice for the confirmation of the reduction of the capital of the above-named Company from £2,144,000 to £227,750 by the sale of assets which is in excess of the wants of the Company.

AND NOTICE IS FURTHER GIVEN that the said Petition is directed to be heard before the Hon. Mr Justice Nourse at 11.00 am on Wednesday the 24th day of February 1999.

ANY Creditors or Stakeholders of the said Company desiring to oppose the making of an Order for the confirmation of the said reduction of capital should appear at the time of hearing in person or by Counsel for that purpose.

A copy of the said Petition will be furnished to any such person requesting the same by the undersigned Solicitors on payment of the regulated charge for the same.

Dated the 15th day of February 1999
IN WITNESS WHEREOF I have signed this statement in the presence of two witnesses and the said Company has been duly incorporated in England and Wales.

No. 0013 of 1999
IN THE HIGH COURT OF JUSTICE
CHANCERY DIVISION
COMPANIES COURT

IN THE MATTER OF THE FLEMING AMERICAN INVESTMENT PLC
- and -
IN THE MATTER OF THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that the Order of the High Court of Justice (Chancery Division) dated 27 January 1999 confirming the reduction of the capital of the above-named company from £45,000,000 to £4,000,000 and the return of the balance to the shareholders in cash is hereby confirmed.

There is no reason why any creditor should be limited to software. Cellular phone networks give away handsets, and cable television providers give away set-top boxes. Last week saw the launch of Free-PC Inc - a company based in suburban Los Angeles that proposes to give away 10,000 Compaq Presario PCs with free Internet access. There is only one catch: recipients must be willing to see advertisements as they use their computers.

The company won some free publicity when it launched at a trade show on February 8. During the past week, half a million people have filled in a questionnaire on the web (www.free-pc.com) in the hope of a free computer.

The economics are simple. The web has already proved its effectiveness as an advertising medium - or to be more precise, a direct-response medium, since advertisers can instantly track how their



TIM JACKSON ON THE WEB

Free rein on the net

Offers of connection, software and hardware without charge could push the internet into the mass market very rapidly

"Follow the free" is a maxim that has been quoted several times in this column. What it means is that internet businesses offering their product or service free of charge are especially worth watching, because word of mouth works so quickly over the internet.

Netscape was the first business to prove this: the heavy success of its over-subscribed initial public offering was largely due to having given away nearly 3m copies of a piece of browser software. Mirablis, the company behind ICQ, an instant message tool, is another example: sold to America Online for \$27m before it had made a penny in revenues, the company attracted 20m users in two years of service. And Dixon's FreeServe, a no-cost internet service provider, became the largest online service in Britain after less than three months.

There is no reason why freebies should be limited to software. Cellular phone networks give away handsets, and cable television providers give away set-top boxes. Last week saw the launch of Free-PC Inc - a company based in suburban Los Angeles that proposes to give away 10,000 Compaq Presario PCs with free Internet access. There is only one catch: recipients must be willing to see advertisements as they use their computers.

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The economics are simple. The web has already proved its effectiveness as an advertising medium - or to be more precise, a direct-response medium, since advertisers can instantly track how their

money is being spent. Typical advertising rates on web sites are two cents per page view. Assuming the Compaq boxes cost \$500, Free-PC would need to generate 25,000 page views over the machine's lifetime to cover hardware costs. If each page were viewed for 30 seconds, that would require 126 hours of use - just over a year at 10 hours a month.

But the numbers are far, far more attractive than that. Instead of showing only banner ads on web pages when the PC is connected to the internet, Free-PC will show them all the time. Its "customers" will get machines that shrink the screen by nearly 40 per cent of its usual size, with a border around the side full of adverts, banners and buttons. To make them more exciting than typical internet adverts, which have to be small and fleeting in order to download quickly, the PCs will reserve half their 4-gigabyte hard disk capacity for graphics.

As far as I know, nobody has ever done mass market tests of responsiveness to PCs stuffed with highly targeted advertising that changes on a regular basis.

The idea of a computer that reports back on your usage (dialling into the internet by itself to do so if you do not use the net frequently enough yourself) is a marketer's dream.

The company's launch has provoked immediate questions from privacy advocates, who worry about the sale of personal data: I am more willing to trust Free-PC on this, when it can make money easily by selling only aggregated data, why should the company jeopardise its future by invading people's privacy?

One business risk is about PC usage itself - unlike cellular phones or set-top boxes, where the use of the product is the activity that generates continuing revenues, it's possible to use a PC heavily without benefiting advertising. How will Free-PC ensure users do more than simply run spreadsheets or word processors?

Five years ago, this would have been a real concern. Today, the internet is such a compelling medium that it has become the reason why most people buy computers. So Bill Gross, founder of IdeaLab, the company that

spawned the idea, probably has little to fear from users who unplug their PC from the phone.

The company will start to ship in the second quarter of 1999, but it is likely that usage data will be sent over the internet in encrypted form - so if you fail to use your computer as promised, Free-PC can find out about you as quickly as a jail discoverer that a prisoner on home leave has disabled his electronic beeper.

Some pundits have raised concerns about the demographics of users. The obvious worry - that people won't tell the truth about what kind of car they have or how much they earn - is probably simple to lay to rest. In the United States, it is a simple matter to cross-check answers against databases of drivers' licences, credit card companies and zip codes.

A pundit quoted online last week worried that the fact the PC is free would attract exactly the poor customers advertisers don't want to reach. This seems unlikely: wealthy Americans are often very bit as keen on bargains. The 500,000 respondents in the first week will allow the company to cherry-pick the best 3 per cent of potential customers.

How long will the model take to spread outside the US? Probably a year, because consumers in most other industrial countries have to pay for local phone calls.

There are other possible business models. How about free PCs in libraries, paid for by advertising? The lack of targeting and unattractive demographics would be a disadvantage - but in simple hours of use per day, the idea could easily make sense.

Either way, the moral for internet watchers is clear. Free-PC, and imitators that will follow, could help push the internet into the mass market faster than anyone today imagines possible.

tim.jackson@pobox.com



steers
Trains

Dunn to Able
Lithography

New chairman
at Wellcome

PEOPLE

PEOPLE ON THE MOVE

Société Générale de Surveillance hires diplomat

Société Générale de Surveillance, the world's biggest inspection and testing company, has hired Rolf Jeker, 52, a Swiss diplomat, in a bid to restore the fortunes of its government inspection contracts business, where it is the world market leader.

SGS has traditionally had a 70 per cent share of the market for providing governments of developing countries with pre-shipment inspection services. Its service involves checking shipment details, such as price, quantity and quality, and is designed to help governments collect customs revenues and prevent capital flight.

In the past it has been the backbone of SGS's business. However, SGS's profits collapsed last year after it lost important contracts in Indonesia and Pakistan and its reputation has been tarnished by its association with money laundering allegations made against the family of Benazir Bhutto, the former Pakistan prime minister.

SGS's decision to hire a diplomat to head the most politically sensitive part of its business is the latest sign of the rebuilding of its management team in the wake of last year's boardroom upheavals which culminated in the ousting of Salina Amorini, a member of one of the founding families and company chairman. Jeker, who has a PhD from the St Gallen business school, has been the interim head of the Swiss Federal Office for Foreign Economic Affairs prior to the arrival of David Syz, 54, a Swiss industrialist. Jeker has worked in over 80 countries and is also chairman of the Swiss export risk and investment risk guarantee board. He joins SGS's executive board in May replacing Serge Pahud, one of Salina's longest-serving lieutenants. Meanwhile, Louis Akkermans, another long-serving SGS executive, has announced his retirement and he will be replaced on the executive board by Paul Albrecht, 47, a Belgian, who has been with the group since 1976 and currently heads its Spanish operation. *William Hall, Zurich*

Green steers Virgin Trains

Chris Green, formerly a high flying manager in the UK's state-owned British Rail, is to get another chance at running trains when he takes over as chief executive at Virgin Trains later this month.

Green, 55, faces one of the most challenging jobs in the railway industry, managing the introduction of Virgin's new tilting trains and dealing with the £2.1bn upgrading of the west coast main line being undertaken by Railtrack.

Modernising one of Britain's busiest rail routes while maintaining a reasonable service will not be easy, especially since the project involves high-tech signalling which has contributed to long delays in completing London Underground's Jubilee Line extension. Virgin is already under pressure for poor quality of service.

Green has spent the past two years heading the business consulting group of Gibb, a UK engineering consultancy, where one of his tasks was to help Virgin draw up proposals for Eurostar services to the Midlands and the north.

Green's connection with Richard Branson's Virgin group goes back to the early 1980s when the two men worked on a plan for Virgin to run trains on the main east coast line. This project was overtaken by the privatisation of the entire BR network.

Green was appointed by BR to head the sale of Scotrail but he dismayed the government and many in the rail industry by resigning abruptly in February 1995 in disgust at the way BR was being broken up. *Charles Batchelor, London*

New names at SA Breweries

South African Breweries, the world's fourth largest brewer which last week unveiled the

pathfinder prospectus for its London listing, is beefing up its board with the appointment of four new non-executive directors.

They include Lord Renwick of Clifton, the British ambassador to South Africa from 1987 to 1991 and to the US for the next four years. He is already a director of Billiton, British Airways, Canal Plus, Compagnie Financière Richemont, Liberty International and Robert Fleming Holdings - owner of the investment bank handling SAB's London debut.

He will be joined by Sir Robert Fellowes who recently stepped down as the Queen's private secretary after eight years in the job. Now vice-chairman designate of Barclays Private Banking, Sir Robert joined the royal household in 1977 after a career in the City as a discount broker.

The other two new directors are Hugh Collum, chairman of Chiroscience, the biotechnology company, and Miles Morland, chairman of Blakeney Management, the emerging markets fund manager. Collum retired from SmithKline Beecham at the end of last year after nine years as chief financial officer.

He had previously been finance director of Cadbury Schweppes and was a member of the Cadbury Committee on the Financial Aspects of Corporate Governance. His existing non-executive directorships



Jeker to SGS

include Safeway and BTR Stebs. Morland spent 30 years in investment banking, latterly with First Boston. He set up Blakeney which has \$300m under management and is one of the largest investors in sub-Saharan Africa.

Donald Gordon, who is to retire as chairman of Liberty Life, is standing down as an SAB director. Among the existing non-executive directors, that leaves Cyril Ramaphosa, the former trade union leader and African National Congress politician, Michael Levett, chairman of Sanlam, South African Mutual Life, and Hank Slack, Minoro chief executive. *John Willman, London*

Dunn to ASM Lithography

Doug Dunn, the Philips director felled last October, has a new job that means he not only stays in the Netherlands but returns to his old stamping ground in the semiconductor business. The 54-year-old Briton, who formerly worked for Plessey and Motorola, is to be the next chairman of chipmaking machinery specialist ASM Lithography.

He joins the board in April and takes over at the end of the year from Willem Maris, who is retiring after a 10-year stint.

But the move may bring with it a few awkward moments. For a start, Philips is ASML's largest shareholder and appoints two of the six-strong supervisory board. The electronics group is committed to holding its 24 per cent stake at least until spring next year, so Dunn's early months are going to spent with former colleagues looking over his shoulder.

Dunn, who headed the consumer electronics activities of Philips, left after it rang up unexpectedly heavy losses on its mobile phones venture with Lucent Technologies of the US.

And there lies a second potential problem: only last month ASML entered a co-operation pact involving Lucent, to develop electron beam technology for use in chip production. *Gordon Cramb, Amsterdam*

New chairman at Wellcome

The world's richest charity, the Wellcome Trust, is to

have a new chairman. Sir Dominic Cadbury, chairman of Cadbury Schweppes, will succeed Sir Roger Gibbs, who has overseen an extraordinary period of growth during his 10 years in charge of the trust.

This year Wellcome will spend £400m (\$656m) on medical research, eight times more than in 1989, and its assets are worth £11.7bn. The trust plays a powerful role in UK science, as it showed last summer when it agreed to match the government's £300m contribution to the £600m Joint Infrastructure Fund for academic research facilities. And internationally it is the largest single contributor to human gene sequencing.

The trust's wealth used to depend on its ownership of Wellcome, the drug company, but Gibbs has masterminded the diversification of its assets a process that concluded with the 1995 take-over of Wellcome by Glaxo.

With his financial background in the City of London, Gibbs, 64, is understandably proud of the trust's investment performance, which has consistently beaten most

market indices. But he feels that Wellcome would benefit from "having an outstanding business leader as chairman as it enters the new millennium".

Cadbury, 58, has devoted his career to the family chocolate and soft drinks firm. He was chief executive of Cadbury Schweppes from 1984 to 1993 and has been chairman since 1993.

He will become a governor of the Wellcome Trust on June 1 and take over as chairman on January 1, 2000 - four months before his scheduled retirement from Cadbury Schweppes. *Clive Coolson, London*

Moving places

Robert Brown has been promoted to president and chief executive officer of Bombardier. He joined the Canadian-based group in 1987 and latterly has been president and chief operating officer of Bombardier Aerospace.

Gerard van der Stelt, 41, a main board director of NCM Group will take over as chairman of the managing

board of NCM Holdings in March. He succeeds Mearian Hulshoff who is taking up an appointment as chairman of the managing board of Rabobank International.

LVMH, the luxury goods group, has appointed Thierry Andretta president and chief executive officer of Celine, its producer and distributor of leather goods, fashion accessories and ready to wear apparel.

EasyScreen, which designs dealing systems for futures and option markets has appointed Peggy Ogorek managing director of its new Chicago office which is spearheading its US sales operation. In 1990 she was elected the first female director of Chicago Board of Trade.

Control Risks, the specialist business risk consultancy has made a series of new recruitment and office openings. Larry Gurwin, joins from the US Senate Permanent Sub-Committee on Investigations to lead the investigative team in Washington DC. Mike Horner, former assistant commissioner of the Royal Hong Kong Police, joins

Control Risks to direct its new Singapore office. Jim Wyggand, has joined to head up the Brazilian operations in São Paulo. He was most recently managing director of Kroll Associates in São Paulo. Tom Sterner, formerly a director of PricewaterhouseCoopers' Business and Investigative Services, joins as associate director of the New York office. Don Collins, who joins Control Risks' London office as fraud investigations manager is the former investigations manager at Fimbra (one of the original City of London regulators) and latterly worked for the De Vere consultancy.

Deutsche Postbank's supervisory board has appointed Wulf von Schimmelmann management board chairman.

Roumy Varjanteenkata, head of organisational learning and change at Joseph E. Seagram & Sons, has been appointed to director management & organisation development Philips, The Netherlands.

Bill Cuthbert, 39, has been appointed to the managing board of Rabobank International, the



Wellcome board: Michael Dexter (standing), trust director; Sir Dominic Cadbury (left), chairman designate; and Sir Roger Gibbs, chairman. Sir Henry Wellcome (founder) is pictured and in bronze

corporate and investment banking arm of the Rabobank Group.

The international law firm of Paul, Weiss, Rifkind, Wharton & Garrison has announced that Michael Gertler has joined the firm as consultant and co-head of the Asia Communications Group, resident in the firm's Hong Kong office. Formerly a partner at Denton Hall in Hong Kong and Baker & McKenzie in Sydney, Gertler's practice has focused on regional media and telecommunications projects since 1989.

With effect from April 1 Bernard van Schaik, 47, will be appointed director of the DSM Coating Resins business group, Zwolle, Netherlands. He is currently director of the Coating Resins business unit of DSM Resins. Jos Schneiders, 47, has been appointed director of the DSM Industrial Resins & Compounds business group, Zwolle, Netherlands. He is currently director of mergers and acquisitions and technology at DSM's corporate planning and development department. John Prool, 52, the current director of the Industrial Resins & Compounds business unit, has been appointed director of manufacturing excellence as well as operational excellence coordinator. *People on the Move is edited by Lisa Wood. Phone 00 44 171 873 3605.*

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Tender Documents for Round 1 ("Tender Documents") are available from 19th February, 1999. Submissions from interested parties for pre-qualification must be delivered to the Municipality of Sofia at the address set out in the Tender Documents prior to 4 pm on Tuesday 6th April 1999.

The terms of the tender for Round 1 are set out in the Tender Documents and the Decision.

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Municipality of Sofia
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THE ARTS

Just what the provincial doctor ordered

William Packer enjoys Dr Gachet's collection of Impressionists and loyal copies

Dr Gachet's is a familiar image in the canon of early modern art, the half-length figure of the Van Gogh portrait, a man of a certain age, reddish hair and wistful expression, in white hosiery and blue coat, whose head rests heavily upon his fist. But he is perhaps less familiar in his actual life, the provincial doctor who just happened to be the friend of greater men. If he is indeed remembered in any particular way, it is for the friendship he struck up with Van Gogh in the fatal summer of 1890, whom he treated in his last agony and drew on his death-bed in a rapid sketch.

Paul Gachet was born at Lille in 1828. He went to Paris to study medicine in 1848, where he remained in touch with a childhood friend, the painter Armand Gautier, whose full-length image of the young doctor, stiff and smart in his 1850s dress clothes, opens the show. Gautier introduced him into the Parisian art world of the Second Empire, victim of the ancient sympathy of medicine for the arts. After the siege of Paris and the fall of the empire, which he welcomed, he moved out of Paris, buying the house at Auvers in 1872. And there, in the great loop of the Seine and the valley of the Oise, he was perfectly placed to welcome the young painters drawn out of Paris by the light and landscape.

When is a copy a homage to a master, and when an intentional deception?

hand at etching and engraving. He copied works in the collection and set his son to the same task. A local girl, Blanche Drouesse, was also set to copying, but working for the most part on a small scale in watercolour.

So when is a copy a useful and instructive exercise, a homage to a master, or an intentional deception? The public loves the idea of a fake, even while sucking in its cheeks in horror at the very idea, and the authenticity of the Gachet pictures is regularly questioned. The small study exhibition now at the Grand Palais looks at the matter yet again, critically, aesthetically, histori-



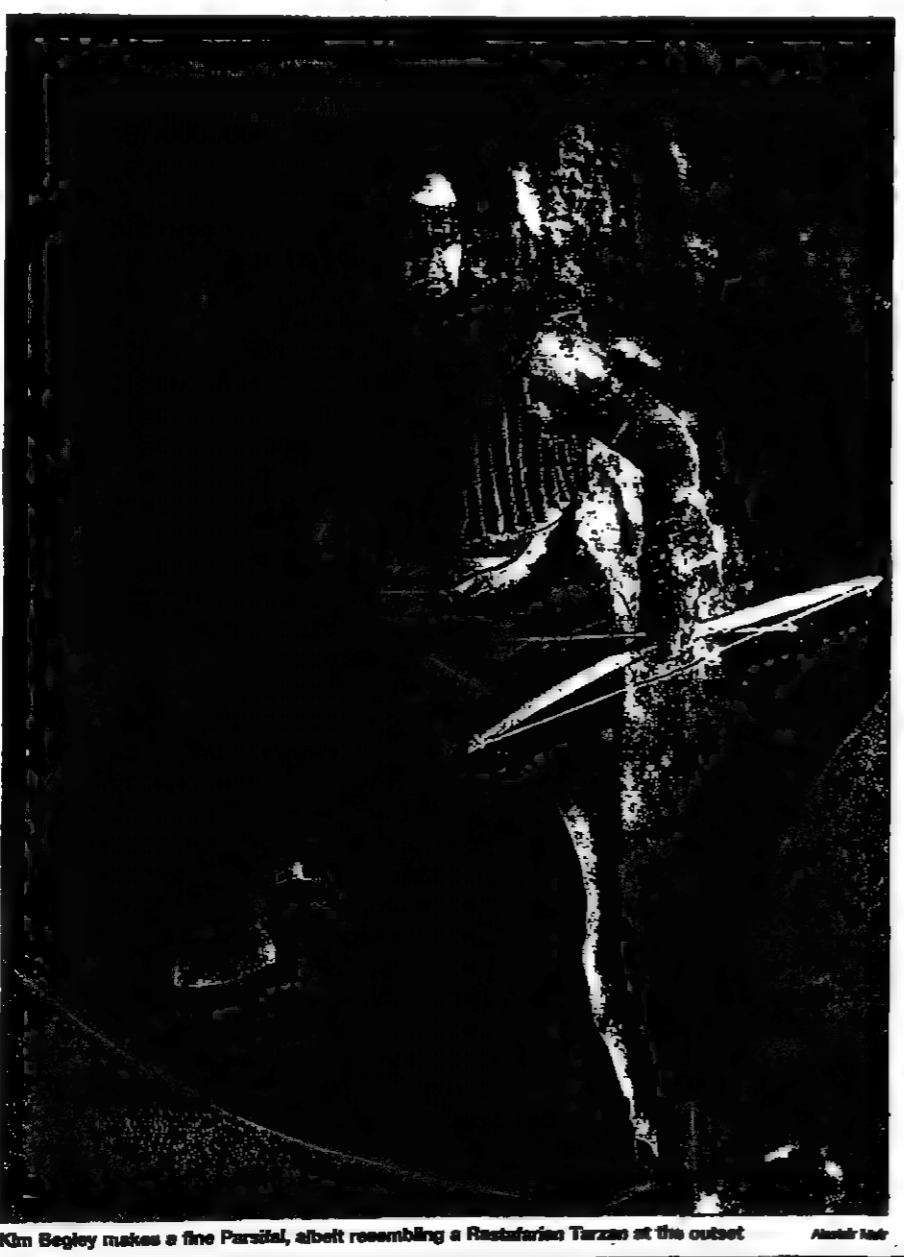
For a friend: Van Gogh's 'Mademoiselle Gachet au Piano' shows the bond between artist and doctor

LONDON MOZART PLAYERS Shades of 'Psycho'

The London Mozart Players celebrated their 50th anniversary last Thursday at the Royal Festival Hall. Mostly Mozart, of course: the 28th and 29th symphonies, the Concerto for Flute and Harp, and three concert arias. The latter were charmingly sung by the soprano Barbara Hendricks, and the concert was conducted by Matthias Bamert, the LMP's music director, under whom they have consolidated their international reputation. The symphonies were spotlessly played, and James Galway and Marisa Robles appeared together yet again in the concerto, amiable and serenely adept.

Wrong route to the Holy Grail

Andrew Clark admires the music but finds the ENO's nihilistic 'Parsifal' lacks theatrical bite



Kim Begley makes a fine Parsifal, albeit resembling a Rastafarian Tarzan at the outset

Anyone with hang-ups about Wagner in general, and Parsifal in particular, is going to love English National Opera's new production. Nikolaus Lehnhoff's staging, conducted by Mark Elder, removes all the religious symbols, takes an unimmaculate view of the music, and saves its most telling image for the end: Kundry, followed by Parsifal, leads the knights of the Grail along a railway track that disappears off-stage. To the future? To a new society? The message seems to be that there is no Holy Grail. No one reaches their destination; life just goes on. The path itself is the goal. What is important is to continue travelling.

Not all the imagery is as blunt as this. Parsifal resembles a Rastafarian Tarzan at the outset, Darth Vader (Star Wars) at the close. Amfortas is a crackpot crusader, Klingsor a Samurai spear-thrower. Most of the action takes place on an upward-curving ramp, littered with the detritus of civilisation (Act 1), mummified knights (Act 2) and the tombs of ancient warriors (Act 3). There are also references to Buddhist philosophy.

Good Friday scene. In each, the sterile glare of this production left me cold. Elder and his cast do their best to breathe life and soul into Lehnhoff's concept. Kim Begley is as fine a Parsifal as I have heard: the tone is unforgivingly heroic, and you will travel far to find a tenor who can act so naturally and yet so intelligently. He meets his match in Kathryn Harries's Kundry: she has the height and presence to dominate the stage, and despite the bad-hair-day wig, she makes the most of her opportunities - animal-like in Act 1, vampish in Act 2, shell-shocked in Act 3. Harries has never sounded better: a virtuoso performance.

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- GLASGOW OPERA Scottish Opera, Theatre Royal Tel: 44-141-332 9000
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- Jarvis Watson; Feb 20
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- Tel: 81-3-3584 6999
NHK Symphony Orchestra: conducted by Evgeny Svetlanov in works by Prokofiev and Beethoven, with piano soloist Nikolai Petrov; Feb 17, 18
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COMMENT & ANALYSIS



PETER MARTIN

Invest in new habits

Fund managers should move towards absolute performance measures and away from a geographical spread of assets

It is time for investment managers to dump two powerful habits of mind: relative performance measurement and geographical asset allocation. Both have outlived their usefulness. This strikes at the heart of the investment process in the big institutions that dominate global stock markets. A shift in thinking here could have profound implications for individual shares. Over recent decades, fund performance has come to be measured not in absolute numbers (up 10 per cent, down 5 per cent), but in relative terms. Managers are judged on how much they outperform another yardstick, such as a stock market index.

So a year in which the fund loses money can still be a triumph if that loss was less than the overall average. Conversely, a year with strong performance can still be a bad one for the manager if the market as a whole did better.

This might seem a sensible approach. After all, managers deserve only faint praise if they have merely plied-backed on the market as a whole. But though managers may be in some sort of competitive game, the ultimate beneficiaries - pension fund members or insurance policyholders - are not. They are looking for absolute performance. In the UK, the fetish is taken to extremes: the yardstick against which pension fund managers are measured is the performance of other big pension funds. So even if the fund loses money over the year, and even if it does worse than the overall market, the fund managers are still heroes if they beat their peers.

It is perhaps not surprising that these two

versions of benchmarking have come into vogue during a two-decade bull market. If the underlying trend in the market as a whole is upwards, then what counts is the relative performance achieved by selecting those that are doing best and avoiding those that are doing worst. With relative outperformance achieved, growth in value is assured.

The first call for absolute targets are coming from investors in Asia. Some of them are telling investment managers that they want to achieve a specific numerical return, regardless of what the overall market is doing. In regional markets that have swung so abruptly in the past 18 months, a steady growth in value is assured.

The first call for absolute targets are coming from investors in Asia. Some of them are telling investment managers that they want to achieve a specific numerical return, regardless of what the overall market is doing. In regional markets that have swung so abruptly in the past 18 months, a steady growth in value is assured.

Relative benchmarks need to be abandoned. Investors should focus on absolute performance. The interdependence of the world economy, and of financial flows, renders this

But they are most helpful as supplementary measures, to be used as a check once performance against absolute returns has been assessed.

The task of setting absolute targets is itself an educative process. How much of a return can one reasonably expect from equities in a developed economy over the long run? How much risk is associated with any given level of absolute return? How much is acceptable? Pension fund trustees or other investors would benefit from discussing these issues.

A similar helpful dialogue would follow the dumping of geographical asset allocation. Within the euro-zone, this has been called into question by the creation of a single currency. But really, it is questionable worldwide.

Investors have viewed the world as a collection of national economies, and national baskets of stocks. The interdependence of the world economy, and of financial flows, renders this

international companies have global exposure. True, they are ultimately subject to their home country tax laws and corporate governance rules. But these are weak foundations on which to base a theory of asset-allocation that assumes big differences between countries - especially as tax and governance rules are converging.

Suppose that investment funds had divided the global universe of stocks not by country but by size and quality. They would have looked for big international companies with strong market franchises and internal competitive advantages. The home base of these companies would have been irrelevant.

A portfolio built around this approach would have avoided European investors' biggest structural mistake of the 1990s, their underexposure to Wall Street. Since so many of the world's strongest companies are American, they would naturally have formed a substantial portion of a genuinely international investor's portfolio. This approach would also have focused the funds on those Japanese companies with the strongest global market positions, which have best survived the Tokyo market's slide.

There are - at last - signs that investment banks and index setters are starting to recognise this issue. Morgan Stanley Dean Witter now produces a regular survey of companies around the world that have achieved sustainable competitive advantage. And FTSE International, which manages UK and European indices, is considering constructing an index of companies with global exposure. More important than any of these tentative steps, however, would be a leap of faith on the part of pension funds and insurers: towards absolute performance standards and away from geographical asset allocation. At the very least, a debate on these issues would tear away the intellectual straightjackets in which institutional investors have confined themselves. peter.martin@ft.com



LETTERS TO THE EDITOR

Luxury car logic scores top marks

From Mr Andrew Campbell. Sir, I teach a case on the European luxury car industry and Peter Martin's analysis of BMW's plight would be awarded my top marks ("Cut to the core", February 9). If you apply his logic - defend the luxury niche or build a competitive platform strategy - to other situations in the industry, you can conclude that:

■ The Chrysler/Mercedes merger is misguided. Mercedes has too many platforms on its own and there is little appetite for rational-

ising platforms across the two companies. The merger will, therefore, serve only to take Mercedes' eye further off the luxury ball.

■ VW is likely to be the long-term winner in the mass market because of its uncompromising platform strategy across multiple brands: VW, Audi, Skoda, Seat. What if BMW chooses to do, Rover's position in its portfolio needs to change.

■ VW, with Audi, may even win the luxury battle as well. If Mercedes and BMW

continue to dither between a luxury focus and an aggressive platform strategy, VW may be able to use its cost advantage to position Audi as a better value luxury brand and snatch enough market share to make a focused strategy at the luxury end untenable.

Andrew Campbell, director, Ashridge Strategic Management Centre, 17 Portland Place, London W1N 3AF, UK

No one will stop the bully

From Mr Martin Bachelor. Sir, Spain has imposed ultra-strict controls at its frontier with Gibraltar, at a time when we are trying to unite Europe, not wage war against each other. This is an attempt by Spain to destroy Gibraltar's tourist industry, which it needs to survive, and to make life difficult for the thousands of citizens who need to commute across the frontier daily. We have never harmed Spain, yet we are imprisoned here and no one seems to want to help; perhaps because we are so small we are considered insignificant?

In everyday life, if a child is bullied, he can seek out an adult to sort out that bully. Gibraltar has pleaded to the adults, Britain and the European Council, to help sort out the bully, but they appear unable to help. Why do they let Spain get away with its victimisation of its little neighbour?

Martin Bachelor, P. O. Box 662, Gibraltar

War of the press release undermining WTO

From Prof Gavin McFarlane. Sir, If the World Trade Organisation and its new dispute settlement forum is currently under threat, this is largely due to the inflammatory and exaggerated comments that continue to be made by parties to disputes while they are in progress.

This falling has been particularly true during the EU-US banana case, where trade representatives at the highest level in both Brus-

sels and Washington have indulged in a war of press release and official statement that has had the effect of undermining the authority of the WTO.

When the next trade round starts its deliberations, the Dispute Settlement Understanding should be expanded to include the sub-judice principle, in order to prevent what amounts to contempt of court by litigants. For its part, the WTO should

tighten up its own procedures to ensure that experts adjudicating on its dispute panels are entirely above any suggestion of the kind of involvement with interested parties that recently afflicted Britain's House of Lords.

Gavin McFarlane, department of law, London Guildhall University, Moorgate, London EC2M 6SQ, UK

Governed by traffic wardens wrapped up in parking tickets

From C. T. Sentance. Sir, With reference to Philip Stephens' article "End of leadership" (February 13): may I suggest a reason? When governments make themselves responsible for matters such as parking tickets (and spend most of their time wrapped up in them), they attract the sort of people who are interested in power through controlling such items.

Franklin D. Roosevelt, for all the implications of the New Deal, would never have been interested in the US presidency on the current basis. As for Churchill...

If and when governments reduce their interference in such matters, maybe things will change: in other words, dream on.

C. T. Sentance, Robins Croft, St Jude, Ramsey, Isle of Man IM7 3BX, UK

Yet he is well wide of the mark in blaming this indifference on the selfishness of the western middle-classes who allegedly will not vote for radical solutions - which in fact are scarcely allowed even to be discussed, even in the FT.

If we are seeking to explain the failure to find the resources needed to meet the needs of the former Communist world (referred to by Mr Stephens) - not to mention the collapsing Third World - despite the massive amounts of capital available globally, we need surely look no further than the unaccountable corporate inter-

ests that control this capital and also effectively determine the agenda of all the mainstream political parties - yes, and the media too. Until we can find leaders with the courage to try to force the breaking of this corrupt stranglehold on our supposedly democratic political process, the slide to catastrophe so commandably noted by Mr Stephens will continue.

Harry Shutt, economic consultant, 19 Tennyson Close, Horsham, West Sussex RH12 5PN, UK

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PERSONAL VIEW DAVID LASCELLES

The future of the City

London must clarify its goals if it is to fend off competition from Frankfurt and Paris

The City of London is in a fix. For the first time in its long and successful history as a financial centre, it faces competition. And well-organised competition it is too.

Paris and Frankfurt, its main rivals, have launched ambitious, centrally directed campaigns to exploit the business opportunities created by the euro. In Paris, for example, a promotion campaign has the backing of all the big banks, the stock exchange, the Banque de France, the city authorities and virtually all the French financial community. Its chairman is Marc Viénot, the head of Société Générale and France's top banker. The organisation, Paris Europlace, has an annual budget of FF20m to spend on road shows, publicity, grand dinners at Versailles, and whatever else it thinks will lure in foreign business.

Significantly for France, this is a private sector initiative: the French state is not directly involved, recognising that its presence may not be a plus in trying to attract foreign, particularly American, banks. None the less, the French treasury has played a big role in encouraging the liberalisation of France's financial markets, and ensuring that the government bond market is open and well managed.

In Frankfurt, a very similar organisation, Finanzplatz Deutschland, runs Germany's promotion campaign under the direction of Mr Rolf Breuer, chairman of Deutsche Bank. Again, virtually the entire financial community is behind it, including the Bundesbank.

Turn to London, and what do you see? A loose alliance of the Bank of England, the City Corporation, British Invisibles, London First, and various other groups all trying to promote the City, but without clear leadership or a common sense of direction.

Two quick comments in parentheses. Despite the apparent lack of order, this alliance does an extraordinarily good job with relatively slender resources. Bankers in Frankfurt and Paris talk admiringly of the "cohesiveness" of the City,



City of London: faces monolithic competition

its strong instincts and pragmatism. Also, if the group has a leader, it is the Bank of England, which has probably done more to prepare Europe for the euro than any other central bank.

But neither of these points removes the basic problem for the City, which is that it faces monolithic competition, without being able to be monolithic itself. It would be simplistic to suggest that the City could create a Paris or Frankfurt-style booster organisation. It is a far bigger and more complex place than its European rivals.

Indeed, if the City were to become monolithic it would probably destroy the very depth and diversity that are its greatest strengths. Can one even imagine a body that could speak for the whole City? Hardly.

Still, the present situation is far from satisfactory. Recent events have shown the City to be unclear about its objectives, quick to

rather than quantity? If sheer numbers is what London is interested in, it could simply cut taxes, like Dublin has. But the target market should surely be Europe's financial decision-makers, the people who buy and sell, who decide how assets are to be allocated. Such financial types are gregarious, and once you have critical mass, the rest follow.

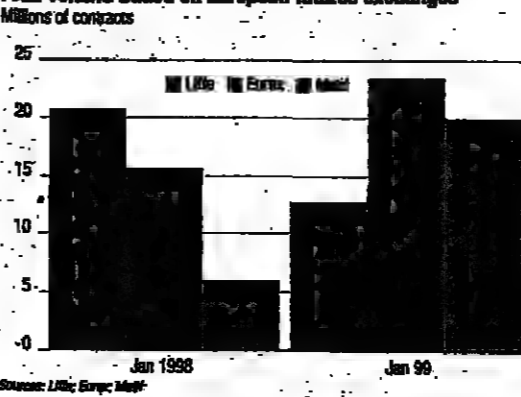
2. If the aim is to have financial decision-makers, what is it that makes them stay? A congenial regulatory and tax environment, good communications, good schools, fine restaurants? In which case London may be wasting its time investing in exchange technology. The money would be better spent improving the Underground.

3. Should the City aim to be the operator of the big organised markets? Traditionally, yes. But in today's electronic world, markets go wherever dealing is cheapest. The Bund contract (German government bonds) fled to Frankfurt to take advantage of low-cost technology. But it could migrate again to whichever centre develops even cheaper technology, and even then the people who actually do the trading may be somewhere else. Markets may have become too fickle, and it may be a mistake to focus too much attention on them.

4. Whether the UK is in or out of Euro, it will lose business to Paris and Frankfurt simply by virtue of the fact that their markets are growing from a low base. This should not cause alarm and despondency in London. Instead, London should concentrate on those areas where rivals cannot compete: international markets, pan-European decision-making, centralisation of trading and investment that will result from the euro.

The City is, rightly, suspicious of pat solutions: it knows that markets do not work that way. And there may be no definitive answers to any of these questions. But at least the issues facing the City should be identified and understood.

Total volume traded on European futures exchanges



The author is co-director of the Centre for the Study of Financial Innovation.

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Tuesday February 16 1999

Stitching up designer genes

Those disposed to scare the public with monsters have found a new one: Frankenstein food. Except that it is not new; genetically modified plants have been around for a decade and a half. They have been extensively tested; they are grown in more than 50m hectares of the Americas and south-east Asia; and the products are widely consumed without, it seems, any ill effects.

Meanwhile, the public has a right to know what it is eating. Politicians cannot ignore anxieties that are widespread in Europe, even if they are the product of ignorance. Governments need to be aware that the dismal saga of mad cow disease (BSE) has eroded confidence in official pronouncements - particularly in the UK. An effort must be made to restore some balance.

Open skies

Signs that the US and the UK are ready to agree an "open skies" accord are to be welcomed, mainly because this could help open the door to a transatlantic open skies agreement between the US and the EU. The airline industry should be run to best serve passengers. Two other governments call the shots, allocating the seats at the front to the supposed interests of national carriers, and bumping the consumer interest into steers.

Such a deal is in the interest of European airlines, as well as the passengers that would benefit from greater competition and lower fares. Through a strategy of divide and rule, using the threat of regulation as a battering ram, the US has been able to negotiate access for its airlines to Europe while keeping its domestic market closed to competition.

Chinese laws

The row between Beijing and Hong Kong over the rights of mainland Chinese to emigrate to the former British colony is of vital constitutional importance. It concerns the interpretation of the two very different legal systems operating in mainland China and in Hong Kong, and therefore the maintenance of the "one country, two systems" arrangement under which the territory reverted to China in 1997.

The problem is that Hong Kong's Court of Final Appeal, established after lengthy negotiations between Britain and China as the territory's supreme legal arbiter, has boldly asserted its jurisdiction, and its right to interpret the Basic Law, the post-handover constitution. The court decided that children from the mainland had the right to stay in Hong Kong if one parent was a permanent resident, even if they did not have a Chinese exit permit.

Trigger-happy justice

Patti Waldmeir argues that the US legal system is being asked to solve political and social disputes that would be better addressed by other means

Are Americans relying too much on the judiciary to solve problems that the political system or society as a whole could handle more efficiently, more wisely, and more fairly? That question has been raised by a host of legal decisions in the past week. They range from multi-million dollar cases brought by city governments against gun manufacturers to class-action lawsuits brought by stranded airline passengers.



But his jury agonised over the questions raised by the case. Could gun makers be held collectively liable for acts of violence, without knowing which gun was used in a particular incident? What about the free will of the individual shooter? Are gun makers too far back along the chain of causation to be found the "proximate cause" of violence?

For hours on the tarmac at Detroit airport during a snowstorm, have brought a class-action suit against Northwest Airlines for "false imprisonment". Every day brings new sexual harassment lawsuits, as the courts extend their reach further into the workplace.

And this is costly. "Regulation through litigation" is inefficient and by its nature cannot assess the collective public good rather than the interests of the individual. But some regulation is better than none, he argues.

That is the logic which underlies many of these cases, especially guns and tobacco. The legislatures were reflecting not the will of the people, but the will of the gun lobby, says Jon Lowy, a lawyer with the Center for the Prevention of Handgun Violence, which is co-counsel in two of the gun suits.

The legislatures were reflecting not the will of the people, but the will of the gun lobby

Regulation through litigation is inefficient and it cannot assess the public good

OBSERVER

Sisterly love, Schrempf style

Ex sister-in-laws, who needs them? DaimlerChrysler co-chairman Jürgen Schrempf may know the answer. He's the subject of an open letter published in a local paper in Baden-Württemberg, chiding him for planning to pay half his income taxes in the US rather than Germany.

Shipley's government has been getting ideologically soft towards the end of its third electoral term, she's appointed Ruth Richardson to the Reserve Bank board. Richardson, an old friend, was supported by Shipley after she became finance minister in 1992 and went on to launch a breathtaking range of new social, health and other initiatives in her "mother of all budgets".

The man imprisoned for his role in the "Cartrade affair" - clients were left claiming they'd lost £16m - has been exercising his influence over inmates in Jersey's La Moye prison. Nearly 80 prisoners in the cliff-top penitentiary have just ended a 24-hour hunger strike in support of the convicted fraudster - who's on his ninth day without food.

At least of which was the beating of Anwar Ibrahim, the sacked deputy prime minister, while enjoying the security of police custody. A month-long investigation found the police were to blame, despite prime minister Mahatir Mohamad's early suggestion that Mr Anwar's black eye and bruises might well have been self-inflicted.

Ruth aboard

Just in case anyone thought New Zealand prime minister Jerry

No porridge

Jailed currency trader Robert Young obviously has a way with

Fair cops

Malaysia is polishing up its police force. It's sending 11,000 police officers on a public relations course that will then be extended to the rank-and-file.

Bear market

Folks at consumer goods group Unilever have been getting grizzly. The cuddly Snuggly bear character used to flog fabric conditioner in the US has been in the wars - and Unilever has had to step in to protect him.

Financial Times

100 years ago

Deutsche Bank success The Deutsche Bank has undoubtedly scored with the new German loans. It was a bold enterprise to take upon its own shoulders the issue of government loans to the amount of £10,000,000 when the usual strong syndicate of banks had refused the offer, especially at a time like this when financial business in Germany has been none too rosy.

50 years ago

US Trade Expansion Washington, Feb. 15. Severe competition between American and European firms for markets in Latin America, Asia and Africa was forecast here today as a result of President Truman's plan for developing these areas, by Mr. Willard L. Thorp, Assistant Secretary of State in charge of Economic Affairs. Mr. Thorp said revival of European exports under the Marshall Plan entailed no threat to the future of American foreign trade. He saw reason for optimism on the prospect of the rest of the world obtaining sufficient dollars to buy here.

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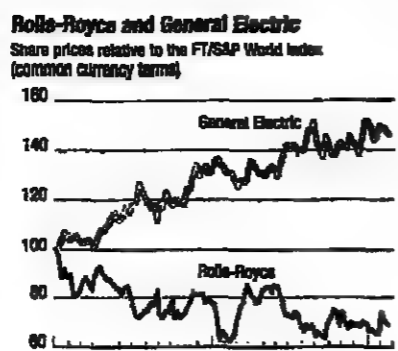
THE LEX COLUMN

Electric alliance

Years of cut-throat competition are starting to transform the commercial aerospace business. Traditionally, the airframe makers Boeing and Airbus prefer each of the big three engine suppliers to build an engine for every model. It offers the airlines maximum choice and lower costs, as Pratt & Whitney, General Electric and Rolls-Royce fight for the order. In these straitened times, however, exclusive deals are coming into vogue. The latest appears to be a pact for Boeing to offer GE's GE90 powerplant as the only engine for a new long-range version of its B777 twin-jet.

Troubled Boeing clearly benefits. Its mainstay, the B747 jumbo, is ageing and losing market share to Airbus's A340, a slide the B777 has failed to halt. A big, long-range version should help. But volumes for this aircraft will be relatively small, so GE will have insisted on being monopoly supplier in return for spending \$500m to develop a more powerful version of the GE90. For GE this is a *volte-face*. After only moderate success with the GE90, it has in recent years de-emphasised lower-margin new engine development and focused on repair services and leasing.

The loser from such a deal would be Rolls-Royce. Granted, Rolls has done very well out of its own exclusive alliance with Airbus on the A340. But the notion of two US giants such as Boeing and GE teaming up cannot be comfortable either for the UK group, or for airlines.



the cycle, not to mention German tax law, before a final picture emerges. But investors with patience will focus on the net cash Hoechst should end up with compared with Rhone-Poulenc, whose stake in Rhodia is now worth €1.5bn (\$1.75bn). Some estimates reckon Hoechst will boost net cash of roughly €7bn-€8bn, although pension liabilities could reduce that. Ideally, some of Hoechst's cash should be recycled into a larger stake in Aventis. Of course, Rhone-Poulenc may balk, but a shift from 50/50 closer to a 60/40 split should be negotiable. And if, as this sector has already seen, the merger falls apart, Hoechst offers less risk. Its pipeline is more skewed to drugs which are closer to getting to market.

Hoechst/Rhone-Poulenc

How should investors, keen to increase exposure to the life-science sector, play Aventis? This is the business forged from the merger of Hoechst and Rhone-Poulenc. But as it will take another three years to emerge as a pure pharmaceuticals and agrochemicals company, today's investors have to choose between either parent company. On balance, they should pick Hoechst.

The recent recovery in Hoechst shares may have cut their discount relative to Rhone-Poulenc. But investor appetite for Hoechst is still held back by the sheer complexity of the two-step merger. In total, Hoechst has to sell or demerge interests in nearly 10 chemical businesses. It will be a Herculean task: battling against

Bombardier

Laurent Beaudoin, who stepped down this month as chief executive of Bombardier, has turned a small Canadian snowmobile maker into an international transportation group, doubling revenues to C\$8.5bn (\$6.5bn) in the past five years. Not to be outdone, Robert Brown, his successor, plans to double revenues once more in the next five.

Mr Brown starts from a position of strength. Bombardier's order book stands at a record C\$23bn, boosted by record rail orders and booming demand for regional and business jets. It has grown to dominate this market by buying up a series of troubled small aircraft producers, from state-owned Canadair to Learjet, De Havilland and Short Brothers of Northern

Ireland. Last year the group delivered 237 aircraft. It has orders for a further 388 and aerospace now accounts for half its sales and three-quarters of its profits.

Not surprisingly, this success is attracting competition. Airbus plans to produce a 100-seater and Brazil's Embraer announced last week it would spend \$750m to build 70- and 90-seat regional jets. Meanwhile, Brazil and Canada are locked in a nasty fight that comes before the World Trade Organisation this week, with each accusing the other of unfairly subsidising their aircraft maker. Even so, given the prospect of 15-20 per cent profit growth for the next few years, the shares - even at 21 times forecast 1999 earnings - still look attractive.

Greenalls/Whitbread

The deal-hungry UK leisure sector has found another piece of meat to chew on. First comes a regional pub company takeover. Then Ladbrokes bids for Stakis in hotels and casinos. Now, how about a deal that has a hit of everything: Whitbread buying Greenalls? It is certainly a tantalising prospect - not that that means anything will happen.

Greenalls' shareholders have not surprisingly become restive. Before the recent bounce, the stock had underperformed the sector by more than 80 per cent over three years. And at 376p, the shares remain well below the 12-month high of 689p. The management has never lived down overpaying for Reddington in late 1995. But, as so often happens, the company seems to be at its most vulnerable just after cleaning itself up. The recent sale of its tenanted pubs, for instance, leaves a much neater portfolio and halves the group's £700m (£1.1bn) net debt.

All this means that a bidder would have to pay considerably more than eight times operating profits, or 11 times earnings, especially one like Whitbread with plenty of scope to cut costs. Whitbread's name keeps coming up because the overlaps extend from hotels to health clubs to pubs. But a deal at £1.5bn-£2bn, including debt and a premium, would be far bigger than any previous Whitbread move and involve a share issue. The rise in Whitbread's shares yesterday suggests this does not frighten the market.

TOUGH NEW PUNISHMENTS ORDERED IN RESPONSE TO ALTERATIONS TO EMBARGO

Cuba launches crackdown on collaboration with US

By Richard Lapper and Pascal Fletcher in Havana

Cuba's communist government yesterday launched a crackdown on political opponents who collaborate with the US government, underlining its hostility to the recent modification of the US embargo.

A draft law designed to protect "national independence and the Cuban economy" lays down tough new punishments, including prison terms of up to eight years merely for the possession of information judged to be subversive. It was expected to be approved late yesterday or today.

The law, unveiled at an extraordinary session of Cuba's National Assembly of Popular Power, the country's legislative body, says alterations to the US embargo "do not signal any change in US policy towards our country because they are aimed at subverting the revolution and maintaining intact the iron blockade".

In January, US President Bill Clinton announced a number of measures, including a widening of the

criteria for determining who can send cash remittances to Cuba, an increase in US-Cuba flights, and authorisation for the sale of US food and agricultural supplies to non-government entities in Cuba.

The Cuban draft legislation specifically cites the US Torricelli law of 1982, which it says approved financial help for anti-government activities by "counter-revolutionaries and annexationists", and the Helms-Burton legislation of 1996, which further tightened the embargo and targets international companies investing on the island. It said these were part of a "permanent aggression against Cuban independence".

The new law sharply restricts the supply, reproduction and circulation of sensitive information within Cuba. Anyone supplying information to the US that can be used to "reinforce the blockade against Cuba" faces a possible prison term of up to 15 years. The penalty rises to a maximum of 20 years if it involves a group of people or if information is acquired "surreptitiously". State employees using information

gleaned at work face prison sentences of up to 30 years.

In a clause clearly aimed at clamping down on the activities of Cuban journalists who criticise the government in articles and commentaries in foreign media, the law proposes jail terms of up to eight years for collaborating with radio and TV stations and publications deemed to be assisting US policy.

The assembly also unveiled a separate law designed to tackle the growing wave of serious crime, including armed robbery, drug trafficking and prostitution, which has accompanied the island's increasing openness to foreign investment and tourism.

It proposes the death penalty for serious cases of drug trafficking, corruption of minors and armed robbery. The illegal smuggling of migrants and violent assaults on persons and property would carry terms of life imprisonment.

"If we don't increase the repression against these kinds of behaviour, this could affect our tourism," said Juan Escalona, attorney general.

UK government plans radical overhaul of health service pay

Proposals would reward doctors for successful treatment of patients

By Nicholas Timmins, Public Policy Editor

Top doctors in Britain should be paid by how successfully they treat their patients, not just by how hard they work, under radical government plans.

The move is part of a new national framework for pay in the state-run National Health Service published by Tony Blair's left-of-centre Labour government yesterday. It is aimed at breaking down barriers between different professions in the health service to reflect the changing pattern of modern treatment and to reward individual skills and responsibility.

The most controversial proposal is that health service consultants - hospital specialists - should have new contracts based on "agreed responsibilities and achieving good clinical outcomes" rather than the number of sessions they work, as at

present. Doctors will face appraisal to ensure they are delivering their hospitals' service goals.

Under the broad plan there will be three pay "spines": one for doctors and dentists, one for nurses and therapists, and one for other staff. The national framework will lay down minimum pay rates for key types of post, but health authorities and hospitals will have discretion over where each post is placed on the pay spine.

Frank Dobson, the minister in charge of health, said it would sweep away an arcane system of "expensive, outdated and inflexible special allowances" that help define staff by title and pay, not by what they do for patients.

The government has not given details on how the system would work. The British Medical Association, which represents doctors, reacted with caution, saying it had

"not been mentioned before", even though early talks on a new consultant contract have started.

The association warned that negotiations were already "souring" by the government's decision to withhold until the negotiations are complete \$50m recommended by the doctors' pay review body to recognise consultants' increasing workload. However, the association was relieved that the government had opted for three pay spines - including a separate one for doctors.

Unison, the largest health union, was furious at that decision and at the degree of local discretion in the planned new system. It saw the plan as reflecting a largely failed pay system introduced by the former right-wing Conservative government. The Royal College of Nursing voiced reservations, although it said it was "willing to explore some [local] flexibility".

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US President Bill Clinton with his Mexican counterpart Ernesto Zedillo during a brief, low-key visit to Mexico yesterday. Report, Page 5 AP

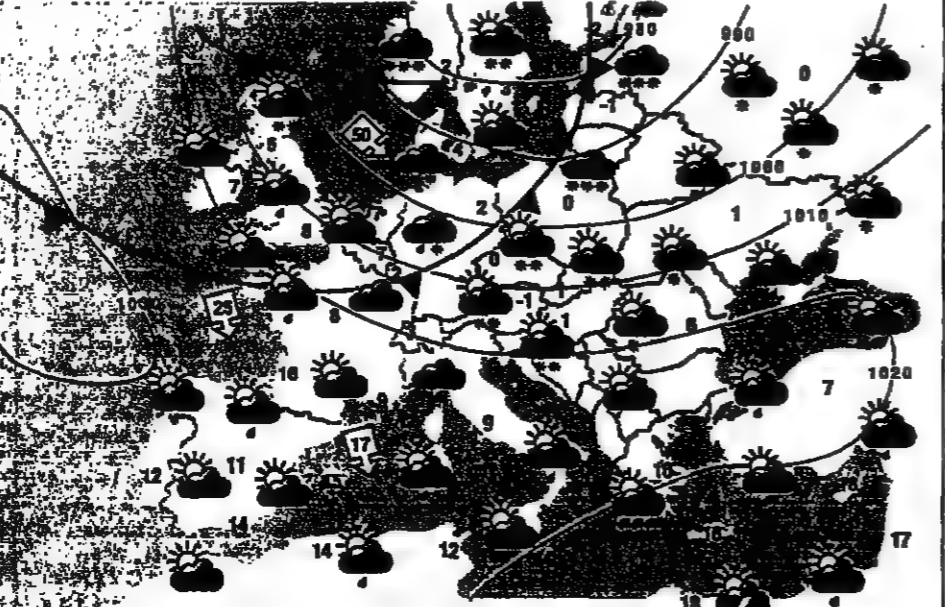
FT WEATHER GUIDE

Europe today

There will be widespread snow over Finland but sunshine and snow showers over Norway and Sweden. The Low Countries will have sunshine and showers, but probably of sleet. There will be plenty of snow over eastern Germany, with the snow turning showery from the west. Austria and Switzerland will have decent sunny spells but also heavy snow. France will have a mixture of sun and showers. There will be showers along the north coast of Spain. The eastern Mediterranean will have heavy showers and just a little sun.

Five-day forecast

The Iberian Peninsula will continue settled, dry and sunny, North-western Europe will remain unsettled and windy with bands of rain, sleet and snow pushing south-eastwards. Central and eastern Europe will become more unsettled and warmer.



Situation at midday. Temperatures maximum for day. Forecasts by FT WEATHER CENTRE

TODAY'S TEMPERATURES				Forecast by FT WEATHER CENTRE				
Abu Dhabi	Sun	22	Beijing	Fri	9	Castellon	Sun	13
Accra	Sun	33	Dallas	Fri	20	Dublin	Sun	10
Algiers	Fri	14	Doha	Fri	24	Dublin	Fri	7
Amsterdam	Shower	7	Havana	Fri	24	Dublin	Sun	10
Ankara	Shower	10	Hong Kong	Fri	22	Dublin	Fri	7
Atlanta	Shower	23	Jaipur	Fri	20	Dublin	Sun	10
B. Asia	Fri	28	Johannesburg	Fri	20	Dublin	Sun	10
Buenos Aires	Fri	7	London	Fri	1	Dublin	Sun	10
			Madrid	Fri	1	Dublin	Sun	10
			Moscow	Fri	1	Dublin	Sun	10
			New Delhi	Fri	22	Dublin	Sun	10
			New York	Fri	19	Dublin	Sun	10
			Paris	Fri	18	Dublin	Sun	10
			Perth	Fri	18	Dublin	Sun	10
			Pretoria	Fri	18	Dublin	Sun	10
			Rangoon	Fri	18	Dublin	Sun	10
			Reykjavik	Fri	18	Dublin	Sun	10
			Rio	Fri	18	Dublin	Sun	10
			S. France	Fri	18	Dublin	Sun	10
			Seoul	Fri	18	Dublin	Sun	10
			Singapore	Fri	18	Dublin	Sun	10
			Stockholm	Fri	18	Dublin	Sun	10
			Sydney	Fri	18	Dublin	Sun	10
			Taipei	Fri	18	Dublin	Sun	10
			Tel Aviv	Fri	18	Dublin	Sun	10
			Tokyo	Fri	18	Dublin	Sun	10
			Toronto	Fri	18	Dublin	Sun	10
			Warsaw	Fri	18	Dublin	Sun	10
			Wellington	Fri	18	Dublin	Sun	10
			Washington	Fri	18	Dublin	Sun	10
			Wellington	Fri	18	Dublin	Sun	10
			Winnipeg	Fri	18	Dublin	Sun	10
			Zurich	Fri	18	Dublin	Sun	10



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COMPANIES & MARKETS

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INSIDE

ATI faces challenge at the top
Canada's ATI Technologies appears to have consolidated its position as the world's leading producer of three-dimensional graphic chips with first-quarter sales almost doubling to US\$327m. But it faces challenges from a handful of smaller rivals, as well as Intel, the world's largest microprocessor manufacturer. Page 19

Russia revived by GKO restructuring
Russia's equity market, devastated last year by the devaluation of the rouble and the default on domestic debt, has been showing signs of life. The RTS-IF index has climbed 18 per cent this month on what - by Moscow standards - are big volumes of between \$5m to \$10m a day. Some investors believe this is the start of a long-term recovery. But it is also a reaction to the proposed restructuring of Russia's frozen Treasury-bill (GKO) market. Page 36

Euro bond swaps elude bankers
Bankers are mystified by the lack of decent arbitrage opportunities in the euro-denominated bond markets. Page 24

Easdaq plans marketing blitz
The Easdaq pan-European stock exchange in Brussels plans a marketing blitz and new strategy to win more listings. Page 18

India an engine of Castrol's growth
The lubricants arm of Burmah Castrol, after the US, Castrol India has succeeded through a different business strategy from its parent, based on mass-market premium brands. Page 20

Pirelli outlines alliance strategy
Pirelli of Italy's alliance with fellow tyre-maker Cooper of the US was not a panic reaction to the link-up between Goodyear and Sumitomo of Japan, Pirelli's chief executive said. Page 19

Change to sweep forestry sector
Battered by price volatility and collapsing Asian demand, Scandinavia's leading forestry products groups have only one option - a further wave of consolidation. Page 18

Farmers plant trees to stem desert
In Senegal, on the south-west fringe of Africa's Sahara desert, about 15 per cent of the villages have been abandoned because of land degradation, caused by drifting sand and lower rainfall. But farmers are fighting back with a powerful weapon - trees. Page 28

Dollar rises against yen
The dollar took advantage of the holiday atmosphere in markets in the US and Asia, rising against the yen in thin trade. Page 29

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CSAM buys US fund manager

Swiss bank arm buys Warburg Pincus for \$650m

Warburg Pincus' private equity arm, which manages \$7bn with an additional \$5bn of committed capital. This passive stake - the price was not disclosed - represents the first outside investment in the New York-based partnership, which was formed more than 30 years ago.

Investment consultants yesterday welcomed the asset management deal and said the two businesses were complementary.

Warburg Pincus' business is primarily a retail equity operation while most of CSAM's assets are in the lower margin institutional fixed income markets.

Phillip Colebatch, CSAM's chief executive officer, described yesterday's deal as a "perfect strategic fit" because of its retail bias and US position.

The price, at 3 per cent of assets under management of \$22bn, is towards the top end of recent deals in the sector, but Mr Colebatch described it as a good one.

Some \$200m of the price will be paid over three years if undisclosed performance targets are met.

Mr Colebatch said CSAM had wanted to buy Warburg Pincus ever since forming a distribution alliance with it last June.

"I wanted the alliance to be so successful that they had no choice but to get married," he said.

Lionel Pincus, chairman and chief executive of Warburg, Pincus & Co, said the deal was prompted by the belief that "scale and global reach are critical strategic requirements for financial services firms".

Warburg Pincus also has \$5bn of private client money which could provide a base for Credit Suisse's re-entry to the US private banking market, which it quit a year ago.

Although the asset management business, which employs 260 people, will be fully integrated into the combined group, CSAM is likely to continue to use the Warburg Pincus name.

Mr Colebatch said there would be some synergies and relatively small savings of between \$20m-\$30m a year.

He added that the group still wants to increase its presence in western European retail markets, and has targeted the UK, France, Germany, Italy and Spain.

William Priest, chief executive of CSAM in the US, will head the merged firm.

Schrempf promises decision on Nissan

By Tony Barber in Frankfurt

DaimlerChrysler, the German-US car group, yesterday promised to decide within three months whether to acquire a stake in Nissan, the struggling Japanese carmaker.

Jürgen Schrempf, co-chairman of DaimlerChrysler, said a business partnership with Nissan was attractive because it would turn his group into the world's only truly global carmaker, enjoying a strong position in the US, Europe and Japan.

"We shall have to make a decision with serious consequences in the next two to three months," Mr Schrempf told a student audience at the University of Bayreuth in southern Germany. Nissan, he added, was "a great opportunity" for a company such as DaimlerChrysler, with its ambitions to enter the Japanese market.

DaimlerChrysler was known to be interested in Nissan, as well as in its subsidiary Nissan Diesel, which makes trucks and engines. However, Mr Schrempf's remarks represent the first time the German-American group has set a timeframe for deciding whether to buy into the Japanese parent company and show that yet more consolidation awaits the international car industry.

Nissan is the world's fifth largest car manufacturer, with a 20 per cent market share in Japan and excellent production facilities in the US and Europe. It is therefore an obvious target for DaimlerChrysler, which is keen to build up its business in Asia.

Nissan, Japan's second largest carmaker, has large net debts, officially totalling ¥2,500bn (\$2.4bn), and it would almost certainly need a big capital investment from a foreign company taking a stake in it.

The Japanese trade ministry said this month that it would endorse an alliance between Japanese and foreign carmakers if this turned out to be necessary to maintain Japan's place in the global car industry.

The ministry made clear its position after Yoshihisa Hasegawa, Nissan Motor president, suggested last month that a foreign company might be allowed to buy more than one-third of Nissan's shares. That would entitle DaimlerChrysler, or any other foreign group, to a seat and veto power on the Japanese company's board.

Renault, the French carmaker, has confirmed that it has opened talks with potential partners in Asia, including Nissan. Ford of the US, which bought a 33.4 per cent stake in Mazda of Japan in 1997, has also been said unofficially to be interested in Nissan.

Mitsubishi seeks foreign partner, Page 20

Should Volvo wish on Navistar?

Analysts debate Swedish group's takeover plans

By The Bart in Stockholm and Nikk Tall in Chicago

The juggernauts of Navistar continue to rumble across America. But for the past couple of weeks it has been takeover talk that has rumbled around the Chicago headquarters of the truck, school-bus and diesel engine maker.

Sweden's Volvo is understood to have opened discussions with the US company earlier this month and while neither company was making any comment yesterday, Navistar's shares have already jumped from about \$27 at the beginning of January to \$35.4 before yesterday's Presidents Day holiday, when US markets were closed. In Stockholm, shares in Volvo eased SKr2.50 to SKr218.50, as analysts reacted cautiously to the news.

For Navistar, this is a far cry from the dismal stories that dogged the company for much of the 1980s and early 1990s.

The company was born out of the former International Harvester group, which itself flirted with bankruptcy at the start of the 1980s.

Eventually, IH's construction equipment arm was sold to Dresser Industries, while its loss-making agricultural equipment business was bought by Tenneco, along with the company name. The remaining truck and diesel engine business was re-tagged as Navistar in 1986.

For about a decade, Navistar's management struggled to find an even keel. It instigated an overhaul of the truck line; tried to streamline an unwieldy cost base; tackled the company's notoriously difficult labour relations; and rebuilt a shaky balance sheet. However, from 1986-1996, Navistar had the unenviable record of providing the worst total return to shareholders of all publicly traded companies in the US.

But, in 1996 and 1997, it finally appeared to turn the corner. John Horne, chairman, announced a new generation of trucks, with more standardised parts and a lower cost base. He demanded more flexibility in labour arrangements from the United Auto Workers union, in return for investment in US plants. Finally, after initially rebuffing any deal, the workforce approved a pact that extended "near-term" labour contract through to 2002.

Other positive developments included a capital restructuring programme, while Ford Motor Company picked Navistar for a long-term contract to supply diesel engines for the carmaker's sport utility vehicles and pick-up trucks.

But some analysts question Volvo's pursuit of Navistar at a time when the company has also been contemplating a bid for Scania, its Swedish arch-rival, in which it took a near 13 per cent stake last month. Investor, Scania's controlling shareholder, has so far responded coolly to Volvo's overtures, but the two are understood to be maintaining a dialogue.

Some European motor sector analysts think a link with Scania is more attractive than one with Navistar. "Europe is where the real growth has been in the past year and margins there are higher than the US at 10-12 per cent," said John Lawson at Salomon Smith Barney in London.

Others wonder whether the acquisition of Navistar would really amount to the "transforming deal" that Leif Johansson, Volvo's chief executive, has hinted at. "The US market is very tough and an enlarged Volvo truck business would still be squeezed between powerful component suppliers and powerful fleet customers," said one Swedish analyst.

In the US too, questions have been raised over the extent to which useful tax losses - which Navistar has carried forward because of its troubled past - might be lost in the event of a takeover.

Perhaps the ultimate prize for Volvo would be both Scania and all or part of Navistar. But given both target companies know Volvo is an eager buyer, they might be reluctant to cede their independence without a generous premium.

French aerospace group is cleared for sale

By Robert Graham and Sander Iskander in Paris

The way has been cleared for the privatisation of Aerospaciale following agreements on the valuation of the French state-owned aerospace group and the cost to the Lagardere civil aviation group of acquiring a one-third stake in the business.

Lagardere will be merging its Matra defence arm into Aerospaciale. The complex deal, creating Europe's second largest aerospace group, is believed to involve Aerospaciale accepting a clean-up of its books, with substantial provisions in the 1998 accounts.

In return, Lagardere will inject Matra into the group and acquire a 33 per cent stake, while also making an initial payment to Aerospaciale of FFr650m (€128.6m, \$145.2m).

A statement from the finance ministry last night said Lagardere could pay a further FFr1.15bn depending "on the future performance of Aerospaciale-Matra shares".

In fixing this payment, Matra appears to have been valued at just under FFr17bn and Aerospaciale at about FFr20bn.

The state, which owns 100 per cent of Aerospaciale, is committed to reducing its stake to below 50 per cent in the privatisation, which the finance ministry said yesterday would happen in the year's first half. The offer will have to be fitted in with those planned for Air France, Credit Lyonnais and Credit Foncier. Employees will be offered 4 per cent of the stock.

The government also said it was removing Aerospaciale's 4 per cent holding in Thomson-CSF, the defence electronics group that was partially privatised last year in the first stage of France's defence sector shake-up.

"This severs links between the new group and Thomson, which is seeking a global alliance following its failure to win GEC-Marconi in last month's battle with British Aerospace."

According to analysts, Aerospaciale-Matra will have a market capitalisation of about FFr58bn. With a combined turnover of FFr60bn, it will be the world's fifth largest aerospace group.



Schrempf: great opportunity

American group has set a timeframe for deciding whether to buy into the Japanese parent company and show that yet more consolidation awaits the international car industry.

Nissan is the world's fifth largest car manufacturer, with a 20 per cent market share in Japan and excellent production facilities in the US and Europe. It is therefore an obvious target for DaimlerChrysler, which is keen to build up its business in Asia.

British Biotech drug fails trial

By Virginia Mann

The first of British Biotech's advanced trials for an anti-cancer agent, once seen as a potential breakthrough in treatment of the disease, has failed.

The company said yesterday that a Phase III study of marimastat, its oral anti-cancer agent, on patients with advanced pancreatic cancer had not met its main targets.

Study 128 was one of the two tests over which Andrew Miller, the company's former head of clinical trials, raised concerns last year. The revelations caused shares in the once highly-rated company to collapse and led to the departure of chief executive Keith McCullagh, and other top managers, after accusations that investors had been misled over progress in the trials.

Yesterday the shares fell 4% to a low of 214p, down from 38p in May 1996 when the company was valued at \$1.92bn and seemed on the verge of entering the FTSE 100.

The company said the trial had failed to meet its target of detecting a 16 per cent or greater reduction in mortality of patients receiving 10mg or 50mg doses of marimastat compared to gemcitabine, a chemotherapy treatment produced by Eli Lilly of the US.

However, a secondary analysis had suggested the higher 50mg dose was as effective as gemcitabine.

The study is the first of ten marimastat trials and the company said it was too early to draw broader conclusions over the drug's efficacy.

An eleventh trial, into ovarian cancer, was dropped in December after a strategic review by new management concluded that it was poorly designed.

Dr Miller said yesterday's results vindicated his original concerns, adding that the ongoing tests use the lower dosage rather than the more promising 50mg dose.

British Biotech, which is also developing a treatment for acute pancreatitis, made pre-tax losses of £24.8m (£30.9m) in the nine months to January 31, when it had cash of £105.3m.

Company, Page 21

where the real growth has been in the past year and margins there are higher than the US at 10-12 per cent," said John Lawson at Salomon Smith Barney in London.

Others wonder whether the acquisition of Navistar would really amount to the "transforming deal" that Leif Johansson, Volvo's chief executive, has hinted at. "The US market is very tough and an enlarged Volvo truck business would still be squeezed between powerful component suppliers and powerful fleet customers," said one Swedish analyst.

In the US too, questions have been raised over the extent to which useful tax losses - which Navistar has carried forward because of its troubled past - might be lost in the event of a takeover.

Perhaps the ultimate prize for Volvo would be both Scania and all or part of Navistar. But given both target companies know Volvo is an eager buyer, they might be reluctant to cede their independence without a generous premium.

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COMPANIES & FINANCE: EUROPE

Norsk Hydro reports 28% fall in profit

By Valeria Skold in Oslo
Norsk Hydro, Norway's largest industrial group, yesterday said falling profitability in three of its core businesses - oil, fertilisers and petrochemicals - had wiped 28 per cent off its 1998 profits.

loss of 1,500 jobs out of its 40,000 staff and consultants by the summer of 2000, a cut in Nkr1.5bn worth of investments this year to Nkr1.2bn, and disposals of some non-core assets.

The tightening measures follow similar cutbacks among oil companies worldwide amid consolidation in the industry, itself caused primarily by record low oil prices.

The company yesterday reported a 28 per cent fall in last year's net profits to Nkr3.75bn from Nkr5.2bn on virtually unchanged revenues of Nkr37.5bn.

The effects were only partly offset by progress in light metals, a substantial gain from the sale of secur-

ties and a lower effective tax rate. Norsk Hydro plans to realise Nkr1bn of the improved operating profits this year, primarily within its oil and agriculture divisions, and a further Nkr1.5bn in 2000 and 2001.

NEWS DIGEST

CHEMICALS

Kemira hit by Russian agriculture problems

Kemira, the Finnish chemicals and fertiliser group, yesterday reported a sharp fall in full year pre-tax profits to Fm579m (\$110m) from Fm864m blaming problems in Russia's agricultural sector, which hit fertiliser exports.

Separately, the group indicated that it might be interested in UK group ICI's Tioxide division following the collapse of ICI's sale of the business to DuPont in January.

CARMAKING

Takeover talk lifts BMW stock

Shares in BMW closed higher yesterday as the luxury German carmaker remained the subject of takeover talk despite a statement from the company's new chairman.

INSURANCE

Storebrand close to bank takeover

Storebrand, Norway's leading insurer, yesterday secured enough acceptances from the shareholders of Finansbanken for its Nkr1.6bn (\$210m) takeover bid of the private Norwegian bank.

FORESTRY

UPM-Kymmene plans cuts

UPM-Kymmene, the Finnish forestry group, announced a rationalisation programme aimed at saving Fm1.2bn (\$228m) a year after warning that sales and prices had fallen at the start of the year.

Repsol lifts profits 15%

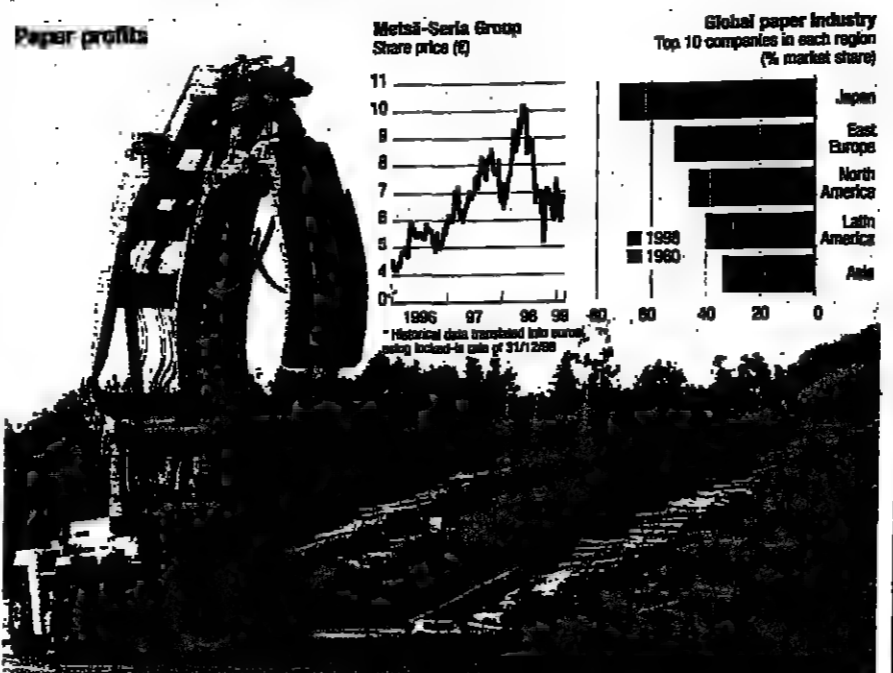
Spain's Repsol group has bucked the trend among international oil companies hit by the slump in crude oil prices by reporting a net profit increase of more than 15 per cent for last year.

The earnings increase came mainly from a 40 per cent boost to operating profits from refining and marketing, to Pta155.2bn, and a 55 per cent jump in the gas sector to Pta77.9bn.

View of the future looks good on paper

Scandinavia's forestry products groups plan further consolidation, writes Tim Burt

From his high-rise office at Metsä-Serla, Jorma Vaajoki can see woodland and lakes stretching all the way to Helsinki on the horizon.



command almost 90 per cent of worldwide market share. The remaining 10 per cent or so is fought over by 54 companies.

On the disposal front, industry analysts have long speculated that the company could sell its tissue division, with Swedish rival SCA mooted as the most likely buyer.

Increased the Finnish group's exposure to those areas. But on the other hand, companies dependent on such sales look cheap right now and could promise useful growth opportunities over the longer term.

ING executives cut own bonus

The new chief executive of ING Barings and one of his senior lieutenants have given up part of their guaranteed bonuses for 1998 in order to make a reduced pool of money go further.

The decision to maintain the bonus pool at a level beyond what was justified by results was evidence of support for ING Barings' revamped strategy, Mr Tilman said.

different following acquisitions and disposals. That step signals the latest stage of a transformation of the company, which has embarked on a hefty internal restructuring.

The other option could be an asset swap in which Metsä-Serla could exchange its tissue activities for SCA's fine paper business.

But again, the Finnish chief executive warns against expecting a deal soon.

Given the uncertain outlook in Asia and Russia, the market might not welcome a deal that

SEB may sell non-life operations by middle of year

SEB, one of Scandinavia's largest lenders, is considering selling its non-life insurance operations as part of a strategy to concentrate on retail banking and asset management.

Lars Thunell, SEB chief executive, said the proposed sale represented a further step in the reorganisation of the enlarged financial services group following the disposal last year of Trygg-Hansa's real estate and industrial and marine operations.

Mr Thunell was speaking after SEB announced a 30 per cent increase in full-year pre-tax profits, up from SKr4.69bn to SKr6.09bn in 1998.

SEB's return on equity rose to 16.1 per cent last year from 12.6 per cent in 1997. Earnings per share rose from SKr6.04 to SKr8.27, and the bank proposed to lift the dividend from SKr6 to SKr8.50 a share.

Easdaq targets new companies with fresh marketing strategy

Vincent Boland finds an exchange intent on winning more listings in growth sector

Small companies need not despair too much - somebody out there likes you. Easdaq, the pan-European stock exchange that targets young, capital-hungry companies, may soon come calling.

Stanislav Yasukovich, Easdaq chairman, says the exchange, owned by venture capital companies, fund managers and its own members, is where we expected it to be after two years.

He plays down the rivalry with Euro.NM, insisting that as an institutional market its focus is different to the national markets with their large retail followings.

Easdaq undoubtedly can lay claim to being a much more international and institutional market than any of the 'new markets'. But there is a sense of urgency about its drive to woo more listings, and the exchange also wants to raise its profile among retail investors.

got a taste of Internet fever when Netvision, a Belgian internet security company, floated on the exchange last week. Huge demand from retail investors sent the price soaring from €12 to €110 and then back to €48 a share within minutes of the start of trade.

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PARIBAS. The interest payment date will be May 14, 1999.

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COMPANIES & FINANCE: THE AMERICAS

TECHNOLOGY ANALYSTS WATCH EARNINGS

Market waits for key results after decline

By Louise Kohler in San Francisco

Quarterly results from three US technology bellwether stocks, due today, will be closely watched after a sharp decline in several technology stocks last week.

With US markets closed yesterday for the Presidents' Day holiday, today's reports from Dell Computer, Hewlett-Packard and Applied Materials could set the tone for the technology sector this week.

In particular, Dell, the leading direct seller of personal computers via telephone and the internet, is being closely watched. Fears that the company might fail to beat Wall Street forecasts for fourth-quarter earnings of about 31 cents a share fuelled a sell off in technology stocks.

The technology-laden Nasdaq composite index finished down 88.7 points on Friday, off nearly 3.5 per cent one day after logging its highest one-day points gain. Dell closed down almost 12 per cent on the day at \$39.

Daniel Niles, analyst at Robertson Stephens, lowered his estimate for Dell's fourth-quarter revenues to \$1.2bn, from \$1.5bn, saying that the PC company may have seen sales soften toward the end of the quarter. And at Salomon Smith Barney, analyst Richard Gardner said Dell's biggest rivals were making progress toward mimicking the so-called "Dell model" of direct sales.

One of those rivals, Hewlett-Packard, is also scheduled to release its quarterly earnings report today.

The company is facing intense competition in the market for PC printers, where average prices are declining. It also has to deal with the expected transition of its high-performance range of computers to new microprocessors jointly developed with Intel.

In November, the company warned that weakness in Asia and Latin America could slow sales growth this year.

Applied Materials, the leader in production equipment for the semiconductor industry, is expected to signal renewed growth in that sector after a long period of slow sales as Asian chip makers reduced investments.

The company's results are seen as a leading indicator for the entire semiconductor sector, since purchases of new equipment reflect the future production plans of chipmakers.

With semiconductor industry analysts predicting a return to industry-wide growth of about 14 per cent this year, Applied Materials' results will be an important signal of whether such growth is sustainable.

Investor fears about the future of the technology sector may, however, be calmed this week by the official introduction of a new generation of microprocessor chips by Intel.

The new Pentium III chips are expected to lead to a spate of fresh internet services that include high quality video and audio, making internet services more akin to television channels, creating renewed investor interest in that segment.

Leading edge technology puts ATI ahead of the game

The Canadian chipmaker has a dominant market position, but rival groups are snapping at its heels, writes Scott Morrison

Canada's ATI Technology appears to have solidified its position as the world's leading producer of three-dimensional graphic chips with first-quarter sales almost doubling to US\$327m, from \$168m in the same period a year ago.

But the rapidly evolving graphics industry has seen its share of companies surge to the top with new chip designs, only to allow aggressive rivals to surpass them with new technology.

ATI now faces a series of challenges if it is to fend off a handful of smaller rivals, as well as Intel, the world's largest microprocessor manufacturer.

The first-quarter results, which showed earnings more than doubled at \$52m, followed a bumper 1998 for the company. With a 33 per cent share of the \$1.6bn market for 3D graphics chips, surpassing former market leader 3dfx, ATI's share price more than doubled last year.

Most observers expect 1999 to be significantly better. But, as one technology market researcher cautions: "You're only as good as your last chip."

Graphics chips enable

computers rapidly generate the video images that users see on their screens, from simple bar graphs to the fast-moving, colourful three-dimensional scenes now common in the latest video games.

ATI has carved out a dominant market position by striking a crucial balance between performance and price, as well as by being the only large maker of graphics chips shipping products for both Apple and PC platforms.

To stay on the leading edge, ATI has invested heavily in research and development. Last autumn it introduced Rage 128, one of the fastest chips on the market, which Apple is installing in its new G3 desktop. A new ATI chip, four times faster than Rage 128, is expected by mid-1999.

But some analysts believe it is only a matter of time before Intel, which purchases ATI chips for its computer boards, makes its presence felt in the graphics chip market.

The US chipmaker is at once a competitor, customer and partner in a technological alliance, and is scheduled



Graphics from ATI's Rage 128 chip which is one of the fastest of its kind on the market

Another element of ATI's strategy is to diversify into consumer appliances, in particular set-top boxes used to integrate television and computers.

The company received a boost last autumn when it was selected to provide graphics and other technology to General Instruments, which expects to sell 15m set-top units in the US over the next three to five years. ATI is also moving to exploit opportunities in emerging technologies such as DVD, flat panel display screens and consumer appliances.

K. Y. Ho, ATI chief executive and co-founder, says the consumer appliance market will eventually become an important source of revenue as the company increasingly integrates its technology into a wide range of products.

Mr Ho forecasts that his company will expand its market share this year. Analysts, however, say the industry is simply too volatile to predict that ATI will remain the dominant graphics chip maker over the next few years.

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Pirelli/Cooper deal sets tyres sector in a spin

By John Griffiths

Even in an industry obsessed with flexibility and rapid responses, Friday's announcement by Pirelli of Italy and Cooper Tire and Rubber of the US that they were to form a "strategic alliance" seemed extraordinarily fast footwork.

It came just a week after Goodyear, Cooper's much larger US rival, and Sumitomo Rubber Industries of Japan had launched a series of joint ventures, most under Goodyear's control, to create by far the world's biggest tyres group.

At a stroke, warned analysts, every tyre-maker outside the "big three" that already dominates the \$70bn industry - Goodyear/Sumitomo, Michelin and Bridgestone - would be vulnerable in an inevitable new round of consolidation as cost and pricing pressures mounted. Almost within hours of the Goodyear/Sumitomo announcement, Yokohama Rubber, Japan's third largest tyre-maker, said that it, too, was looking for an alliance, or even a merger.

But the Pirelli/Cooper deal is most emphatically not a panic move, insists Marco Tronchetti Provera, chairman and chief executive of the Italian tyres and cables group. "We have been negotiating this for almost a year. It is part of a strategy which will allow Pirelli to remain an independent global player."

Of the Goodyear/Sumitomo deal, Mr Tronchetti Provera says: "You have to separate its psychological effects from the physical - the tyre is global but markets are still different. There is still room for companies like Pirelli to be a global player, with maybe a smaller share but higher profits and benefiting from alliances of the type we are forming with Cooper."

Pirelli is in good financial shape to enter what none of its senior executives dispute will be an era of heightened competition. First-half net profits were up 7 per cent at L264m (€181.2m, \$148m), and the group is expected to report a full-year figure in line with last year's L519m. Under the alliance, Cooper will market Pirelli's tyres in North America through a network of 5,000 outlets - much larger than anything Pirelli previously had access to, despite its purchase of US



Marco Tronchetti Provera: Pirelli deal is not a panic move

tyre-maker Armstrong about a decade ago. Cooper will also help Pirelli improve productivity at its US manufacturing facilities at Handford, California.

Cooper may be only the world's eighth largest tyre company, but its pre-tax earnings to sales ratio of 10.5 per cent in the first half of last year was the highest in the industry.

If all goes to plan, says Giovanni Ferrario, Pirelli chief executive, the two companies will be able to market a full range of tyres using all their brands to increase both partners' sales and double Pirelli's overall North American market share to 4 per cent. It already holds a 10 per cent share of North America's high-performance - and highest profit margin - tyre sector. Cooper itself has 17 per cent of the North American market.

In return, Pirelli will help Cooper gain access to South America, where Pirelli is market leader with a 36 per cent share.

The deal does not extend to Europe, where Cooper is still digesting last year's acquisition of Avon, the UK specialist tyre-maker, and where - says Mr Ferrario - "Pirelli is already large enough to compete with any of its rivals face to face."

The Cooper deal involves no equity participation and is described by Mr Ferrario as the ideal pattern for future alliances. "It is strictly an operating venture based on contractual arrangements between two companies with mutual interests. It's the right way to go - you don't want to jump into a situation where you're giving up the steering wheel of the company."

Vertical sidebar containing various news snippets and advertisements, including 'hit by Russian', 'talk lifts BMW stock', 'close to bank takeover', 'plans cuts', 'middle of year', and 'marketing strategy'.

Handwritten note at the top of the page: 'ATI is the key'.

COMPANIES & FINANCE: ASIA-PACIFIC

CAR AND TRUCK MAKING DEBT-RIDDEN GROUP MAY ALLOW ANOTHER MANUFACTURER TO TAKE A CONTROLLING STAKE

Mitsubishi seeks a foreign partner

By Alexandra Harney in Tokyo

Katsuhiko Kawasoe, president of Mitsubishi Motors, has told the Financial Times he is actively seeking a foreign partner for a "business relationship", and would allow a foreign vehicle manufacturer to buy a controlling stake in the company as part of its effort to return to profitability.

The group is already viewed as a possible target amid the wave of consolidation in the global car and truck industry. But it has more than Y2,000bn (\$17.54bn) in debt and these pose a formidable obstacle to foreign suitors looking for a foothold in the Japanese and Asian markets. This was one of the reasons Mitsubishi had not entered talks about a capital

tie-up with a foreign carmaker, Mr Kawasoe said. He hinted that a strategic alliance in trucks was likely. "If we were to develop technology jointly with a foreign truck manufacturer, I think this would be extremely successful," he said. A technical tie-up was possible with DaimlerChrysler, he added. "Generally speaking, we could share development technology because it is ter-

ribly expensive. Then, on the basis of that, we could share car lines and then share marketing. If I could see these would be win-win situations, I would be interested." Mr Kawasoe said he was not asking for money to reduce the group's debt, but for a technical alliance to benefit both parties. "The deals being made in the US and Europe right

now are acquisitions, not mergers, except DaimlerChrysler. In mergers, there is not necessarily an investment from the other party. "In a merger, we could develop technology together without having to spend any money on each other," he said. "The point of mergers is to decide how to handle technology, marketing and car lines, to use resources bet-

ter. In that case, mergers are the same thing as acquisitions without making any monetary investment." Mitsubishi's financial position - like that of rival Nissan Motor - is a stumbling block in negotiations with foreign car makers. Nissan's Y4,300bn in interest-bearing liabilities are thought to be hampering its negotiations over an equity tie-up with DaimlerChrysler.

Unloved former giant craves a little attention

Suitors put off by debt and slow reforms, says Alexandra Harney

A lavish reception for automotive industry executives in Tokyo earlier this year, Katsuhiko Kawasoe, president of Mitsubishi Motors, dropped another of his famous lines about his intentions for one of Japan's largest car-makers. "I've got a shopping list," he said, "and it is very long." That line about the parts of the business Mr Kawasoe wants to sell generated a polite chuckle among reporters at the table. What could Mitsubishi sell, and who would want to buy it, someone asked. On this point, however, the loquacious Mr Kawasoe was suspiciously quiet.

Despite frequent sales calls at the offices of US and European automotive executives, neither Mr Kawasoe nor Japanese government officials have been able to sell any significant part of Mitsubishi and this is making investors uneasy about the carmaker's future. The company's stock fell to an all-time low last year after Mr Kawasoe warned of parent net losses of Y9bn (\$79m) on turnover of Y2,320bn. In 1997, the company recorded losses of Y25.7bn on sales of Y2,500bn. On a group basis, the picture is worse. With losses from overseas and local subsidiaries, net losses were Y101.5bn. Debts have ballooned to over Y2,000bn as of last March, giving Mitsubishi one of the worst balance

sheets in the industry. Moody's, the US credit rating agency, is expected to downgrade the company's debt to Ba1 - equivalent to junk bond status - this month. How did Mitsubishi, whose share of the passenger car market has shrunk in the past four years, fall so far, so fast? Mr Kawasoe says the problems are a result of failing to follow rivals in restructuring. The group only began restructuring last year - just as sales were collapsing and losses were growing. "From 1990 until about 1997, Mitsubishi was the only auto company selling lots of cars and making money. When other companies were restructuring their operations, we didn't do anything. What they did then, we are doing now," he says. The reforms Mr Kawasoe launched in November looked good on paper. A truck plant in Japan would be closed, the number of model platforms would be halved and interest-bearing debt would be cut to Y1,300bn by the end of 2000.



Stolot: Katsuhiko Kawasoe says job cuts are a last resort AP

The carmaker would also eliminate 1,000 jobs at its US subsidiaries, sell assets in Japan and aggressively promote its fuel-injected engine. Only months later, company executives are decidedly less optimistic. Restructuring at the truck and bus plants is plagued with problems, car sales are sluggish and the company is said to be mulling job cuts in Japan - although Mr Kawasoe calls that "the option of last resort". The push towards consolidation in the global automotive industry has deepened Mitsubishi's troubles. Ford's purchase of Volvo's car operations has raised questions about the future of NedCar, Mitsubishi's joint venture to build saloons and mini-vans with Volvo in the Netherlands - the plant where the Carisma, Mitsubishi's best-selling car in Europe, is built. The Ford-Volvo deal could leave Mitsubishi without a partner in the region, or force it to withdraw from NedCar if the US group decided to use one of its own "platforms" as the basis for Volvo's next Netherlands-built model. Meanwhile, Mitsubishi makes a risky merger partner for Ford and other US and European groups. With a market capitalisation of \$2.5bn, it is the smallest and most expensive of the big five Japanese carmakers, according to Warburg Dillon Reed. Its debt-to-equity ratio of 5.5 is the highest in the industry and its US subsidiary is not expected to return to profit for at least two years. One strategy would be to follow the example of Nissan Motor, which is negotiating to sell its truck business to

it guarantees the support of the Mitsubishi keiretsu, or industrial group, and its main lender, the Bank of Tokyo-Mitsubishi. Mitsubishi also has a chequered past in its relations with foreign carmakers. Its link with Chrysler, which owned 24 per cent of Mitsubishi as recently as 1985, fizzled out following the merger with Daimler-Benz. This was evident last month when DaimlerChrysler executives came to Tokyo for an exhibition and Jürgen Schrempf skipped a meeting with Mr Kawasoe. But let the buyer beware. Any foreign partner would also have to deal with the likes of Mitsubishi Heavy Industries, the conservative machinery manufacturer that owns nearly 30 per cent of Mitsubishi Motors. Mr Kawasoe insists that relationship is valuable because

it guarantees the support of the Mitsubishi keiretsu, or industrial group, and its main lender, the Bank of Tokyo-Mitsubishi. Mitsubishi also has a chequered past in its relations with foreign carmakers. Its link with Chrysler, which owned 24 per cent of Mitsubishi as recently as 1985, fizzled out following the merger with Daimler-Benz. This was evident last month when DaimlerChrysler executives came to Tokyo for an exhibition and Jürgen Schrempf skipped a meeting with Mr Kawasoe. But let the buyer beware. Any foreign partner would also have to deal with the likes of Mitsubishi Heavy Industries, the conservative machinery manufacturer that owns nearly 30 per cent of Mitsubishi Motors. Mr Kawasoe insists that relationship is valuable because

Astra sweetens offer in debt talks

By Sander Thomas in Jakarta

Astra International, the Indonesian carmaker, yesterday said it had sweetened its offer in troubled negotiations over restructuring \$1.17bn in debt. Astra proposed last week to add interest payments to an earlier offer, including \$35m in early instalments, and increase the proportion of debt that would be repaid within three years, as opposed to six years. The company, which assembles cars with Toyota and a host of other carmakers, also raised an offer for an early debt buy-back from 25 cents to 30 cents to the dollar, though it cut the total amount available from \$70m to \$45m, to free up \$25m for interest payments. Astra was among the most advanced in debt negotiations among Indonesian enterprises and the talks were seen as a potential trendsetter. But its decision to halt interest payments last autumn caused some Japanese creditors to declare the company in default. Rini Soewandi, Astra president director, said she had tried to accommodate bankers who objected to the debt buy-back, insisting on interest payments instead. She also pledged to speed up asset sales, aiming to raise \$21,000bn (\$1.8bn) by the end of 2000 and ease concerns that Astra was unwilling to sacrifice profitable subsidiaries to save the core business. Ms Soewandi insisted Astra could not afford larger interest payments. "This year will be our worst year, not 1998," she said, predicting domestic car sales of 24,000 this year, compared with 31,579 units in 1998 and 173,497 in 1997. Astra went ahead with a separate buy-back of some Rp250bn in local bonds, however, because they were fully secured against the company's showrooms and service stations. The company also set aside Rp477bn to recapitalize its Bank Universal. Several big shareholders have promised to transfer their stakes to the government, in payment of loans to their ailing banks. Ms Soewandi said this would put "close to 30 per cent" of the company in government hands. Indonesia is strapped for cash but Ms Soewandi said she expected the government to hold on to the shares until a debt agreement was finalised.

Canon warns over demand in high street

By Paul Abramson in Tokyo

Canon, the Japanese electronics giant, yesterday cautioned that its consolidated net profits would fall 36 per cent this year. The warning, which underlines the deteriorating state of consumer demand in Japan and the damage inflicted by the appreciation of the yen to exports, came as the company posted its first drop in net earnings for five years, down 7.8 per cent at Y1,056bn (\$956m). The group, part of the troubled Fuyo keiretsu, blamed the fall in 1998 net profits on a 13.2 per cent increase in the tax charge to Y123.5bn. However, operating profits also fell, by 4.8 per cent to Y280bn, as sales, general and administrative expenses rose 3.9 per cent. That compared with a 2.4 per cent increase in sales to Y2,866bn. At the pre-tax level profits rose 2 per cent to Y239.5bn, mainly due to a big reduction in "other" expenses about which the company did not elaborate. Earnings per share fell 7.9 per cent from Y134.6 to Y123.93. The results were announced after the market had closed and the shares closed up 1.35 per cent at Y2,430. The company forecast this year's consolidated sales would be Y2,850bn, a rise of 1.2 per cent. The prediction was based on a yen/dollar rate of Y115, according to brokers Dresner Kleinwort Benson, which added that a Y1 appreciation against the US currency could cut Y8.6bn of operating profits.

Toshizo Tanaka, Canon managing director, said the weak yen last year, boosted the company's revenues by Y124bn, but the benefit had been muted by falling prices. "Most of the positive impact here was offset by cuts in product prices," he said. Sales in Japan dropped 11.2 per cent to Y760bn, while those in the US jumped 12.7 per cent to Y1,056bn and in Europe 8.8 per cent to Y850bn. Canon's cash and cash equivalents fell 22 per cent to Y499bn, but short term loans fell 24 per cent to Y400bn and long-term debt dropped 30 per cent to Y150bn. The company is among the most financially robust in the Fuyo group. The operating results were boosted by the camera division, where results jumped 23 per cent to Y27.2bn, on sales up 8 per cent at Y287bn. The company said this was mainly due to strong demand for its Advanced Photo System cameras, though sales of traditional SLR cameras were also up. The division accounted for about 10 per cent of turnover. Operating profits at the business machines division - the most important - fell 0.7 per cent to Y316bn on sales up 2.5 per cent at Y2,356bn. Canon blamed the poor domestic market for the fall, especially disappointing sales of computers and computer peripherals. However, sales were boosted by a strong performance by laser printers and faxes overseas.

Philippine Airlines dives to a loss of 10bn pesos

By Tony Tansill in Manila

Philippine Airlines dipped further into the red for the nine months to December 31, leaving the ailing national carrier with an excess of liabilities over assets of more than 5bn pesos (\$130m). In a statement to the Philippine Securities and Exchange Commission, PAL said its losses fell to 10bn pesos for the period, nearly double the 5.2bn pesos between March and the end of December. It said the losses fell PAL with a "capital deficiency" of \$5.1bn at the end of December. The airline has suffered steep losses due to a range of problems, including a high \$2bn debt burden, falling demand for air travel in the wake of the regional crisis, a slide in Asian currencies against the dollar over the past 18 months, over-staffing, an over-ambitious fleet

expansion and a 23-day strike by pilots in July. Operating revenues tumbled by 68 per cent to 3,066bn pesos in the nine months. While operating expenses fell 59 per cent to 5.8bn, other charges increased by 1.2bn pesos as a result of an increase in financing costs and non-operating charges, particularly in relation to grounded aircraft. PAL said its total assets fell by 4.5bn pesos between March and the end of December, due to depreciation on property and equipment, the sale of "certain aircraft" and write-offs on "pre-terminated" leases. At the same time, total liabilities rose 5.8bn pesos. PAL said it was now in talks with creditors over the next two weeks to gain support for a rehabilitation plan - due to be presented to the SEC by March 15 - that would involve a substantial

debt restructuring. The leading international creditors include the US Export Import Bank and leading European credit agencies. "These meetings are quite crucial in that we shall be getting initial feed-back from our creditors on the viability of the plan... Their support is essential to the viability of the plan," PAL officials said in a letter to its 8,000-strong workforce. The airline also said it was planning to sell off its maintenance and engineering base, which it described as its most marketable asset. It said the base was designed for more than 50 aircraft, much larger than its current fleet of 23 aircraft. Edgardo Espiritu, the Philippine finance secretary, said the base should be worth at least \$250m. Local press reports suggested Luftbansa might be a potential buyer.

Ponds buy lifts Hindustan Lever

By Krishna Guha in Bombay

The resilience of India's consumer goods industry was underlined yesterday when Hindustan Lever, the Unilever subsidiary which is India's biggest private sector company, announced a 33 per cent rise in profits for the calendar year 1998 to Rs11.3bn (\$266m). The results were boosted by the acquisition of Ponds India, another Unilever group company, last year. On a like-for-like basis group profits in India were up 28 per cent. However, K.B. Dadiseth, chairman of Hindustan Lever, said 1998 was a year of downtrading. Consumers, hit by a big increase in the price of vegetables, had economised on purchases of consumer goods. "The rural market, which is a key volume driver, slowed progressively during 1998. He said the current year would also be difficult, although there are some signs of a recovery in agricultural incomes. Hindustan Lever's sales rose 21 per cent to Rs94.8bn. This growth came mainly from personal products and exports - both segments in which the former Ponds subsidiary contributed strongly. Exports, including sales to Unilever businesses abroad, jumped 33 per cent to Rs18.6bn. Sales of personal products increased from Rs8.8bn to Rs15.3bn. Hindustan Lever gained ground in the fierce battle to unseat Colgate Palmolive as market leader in India's toothpaste market. By contrast, sales of soaps and detergents - Hindustan Lever's biggest business - grew only fractionally. The ice-cream business was hit by a price war.

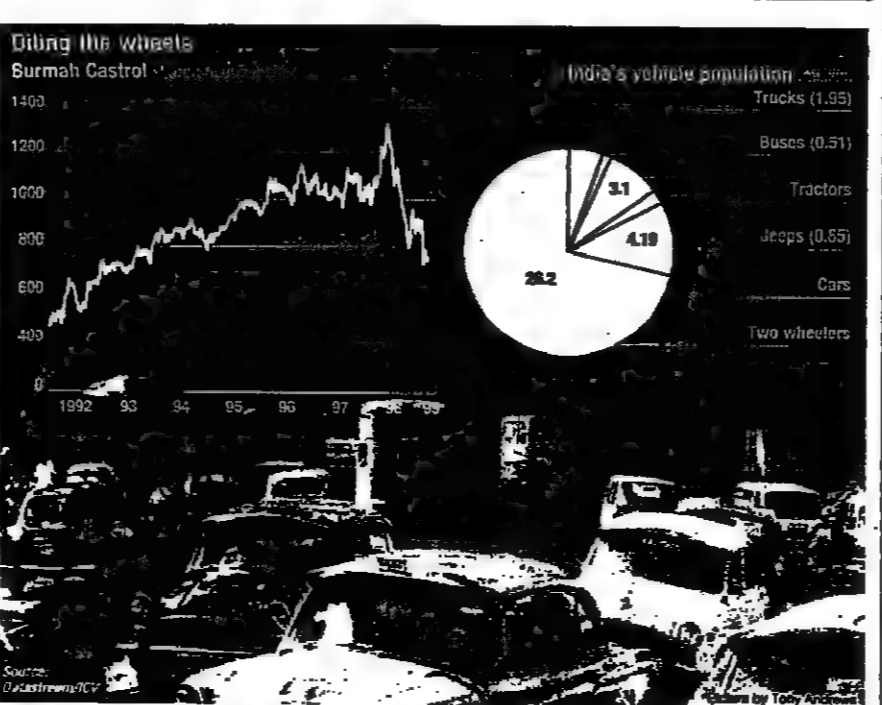
Castrol tailors formula to suit Indian market

By Krishna Guha

India is a big driver of profits for Castrol, the lubricants arm of the Burmah Castrol group. Castrol India, Burmah Castrol's 51 per cent owned subsidiary, last week announced a 7 per cent rise in pre-tax profits to Rs2.2bn (\$518m) in a flat market. Net profits, aided by tax breaks, were up 13 per cent at Rs1.8bn. "In terms of the size of our business there, India is extremely important," said Mike Dearden, chief executive of Castrol International. "It is probably number two in volume and profits to the US as a piece of turf." The company has been the prime beneficiary of the liberalisation of India's lubricants market in 1992 - beating off competition from international oil majors. Since then Castrol India has been one of the local market's best performing stocks, showing an eight-fold increase in value in seven years. Castrol India now has 20 per cent of the Indian market, up from 8 per cent in 1992, making it India's second biggest lubricants company after state-owned Indian Oil. In the consumer business it is number one, with a market share of 27 per cent. Typically, the bulk of Castrol's business comes from the petrol car market. India is very much a diesel market. Cars make up only 4m of India's 38m vehicles - compared with 26m scooters and motor cycles, and 5m trucks and tractors. The company adopted a business strategy similar to that employed by fast-moving consumer goods (FMCG) companies in India. Its cornerstone is mass market premium brands. Castrol India charges a premium of 20-40 per cent across its product range, which it justifies on the basis of superior performance. Mr Saviour said Indian consumers are prepared to pay for the guarantee of quality.

"Many of our customers are one-truck owners. This machine is their life. They cannot afford to take a chance," he said. The Indian product range is developed at a research centre near Bombay to meet the demand for lubricants which can protect ageing engines against dirty and dusty roads and highly sulphurous fuel. While the company has a high marketing spend, it has kept a tight rein on fixed capital investment, even after building a state-of-the-art lubricants plant at Silvasa, in Gujarat. Mukesh Palta, finance director, said Castrol India's return on capital is comparable to that of Hindustan Lever. Unilever's subsidiary in India, while its return on equity is higher, second only to Indian Tobacco Company, part owned by British American Tobacco. Now the company is adopting another strategy which takes it closer to the FMCG model: selling consumer products through a network

of 200 distributors rather than a direct sales force, which will greatly expand its reach in rural India. Single-use lubricant sachets have been launched to give Castrol a way into the big scooter market, earlier tied up by the state-owned oil companies, which have a monopoly of petrol station sales. It already sells 10m sachets a month. Meanwhile, Castrol is giving new emphasis to India's industrial lubricants market - where it has hitherto made little progress. Here brands matter less than product and price. Castrol is relying on its new distribution network, sachet packs and industrial push to provide sales growth this year comparable to last year's 7.5 per cent. It has to win business: the overall market is not growing at all. This highlights one fundamental difference between Castrol and its FMCG peers in India: demand for its products is derived from the automobile and industrial sectors, which are wallowing in low to negative growth.



AUSTRALIA

Pacific Dunlop close to sale

Pacific Dunlop, the Australian diversified manufacturer, said yesterday it would shortly finalise the sale of its GNB Technologies lead battery unit to Quexco of the US. The sale, announced last July, was postponed due to delays in approval from the Federal Trade Commission of the US and price renegotiations. GNB's sale price was subsequently lowered to A\$733m (US\$313m) from the initial price of A\$900m. Pacific Dunlop said yesterday the lower sale price hit its bottom-line profits in the six months to December, cutting A\$94m off net profit after extraordinary charges to just A\$7.7m. Before extraordinary items, however, the group's net profit rose 13 per cent to A\$102m. Sales increased 4.2 per cent to A\$3.2bn. Rod Chadwick, managing director, said Pacific Dunlop would achieve higher profits in the second half on continued cost-cutting and greater market share. Gwen Robinson

SECURITIES CUSTODY

Toyo may transfer business

Toyo Trust & Banking said yesterday it was considering transferring its overseas securities custodian operations to Chase Manhattan of the US. "We have held discussions with Chase Manhattan since November last year on a possible transfer of our overseas custodian business, but we have not yet reached an agreement," Toyo Trust said. The trust bank offers custodian services in Hong Kong and New York for institutional investors and Japanese pension funds. Reuters, Tokyo

Mersey Docks
caps rewards
strike-free year

Unaudited Financial Results (Pence) for the quarter ended 31st Dec 1998

Item	1998	1997
Revenue	1,056	1,056
Operating Profit	280	280
Profit After Tax	123.93	123.93
Dividend	123.93	123.93

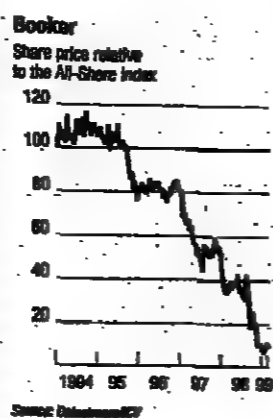
COMPANIES & FINANCE: UK

Non warns er demand high street

Booker going forwards or backwards? Following yesterday's 10 per cent fall, the cash-and-carry group's shares are now worth around half the 124p per share Stuart Rose, new chief executive, paid for his stock on arrival in September. To be fair, though, this represents not so much value destruction on his part as belated recognition of Booker's miserable state. Making a dent in Booker's borrowings - at some \$400m they are 2% times the company's market capitalisation - is clearly not easy. Yesterday's sale for just \$4.4m of part of a loanmaking food delivery service with turnover of £24m and the closure of several regional distribution centres will actually add to the overall debt burden. Around £7m-8m of the £24m exceptional loss on disposal is cash, not just accounting write-offs. Still, the disposal does clear the decks for the real test - selling the food service division, which at a pinch could fetch £100m-£150m, and raising cash-and-carry margins. Since lifting interest cover to above 2% times is Booker's priority, costs must also fly out of the business. The moment has surely come for it to pass on sponsorship of the eponymous literary prize to a company whose shareholders will benefit more from it. Against the backdrop of yesterday's 800-odd redundancies, it is a tasteless extravagance.

COMMENT

Booker



Booker Share price relative to the All-Share Index. The graph shows a sharp decline in share price from 1995 onwards, with a notable drop in early 1998.

British Biotech

Elliot Goldstein, British Biotech's chief executive, must wonder who he bothers going to work every day. At 21 1/2p, British Biotech is now trading at a discount to its asset value of 25p-30p a share, of which 15p is cash. This ascribes a minimal value to the company's technology and know-how, built up at such expense. Such discounts are not unusual for the bombed-out biotech sector, where several companies are trading at or below asset value. But they raise the question why, if the technology is so desirable, strategic buyers are not queuing up. The answer is that pharmaceutical companies would rather cherry pick biotech portfolios through licensing deals than own the infrastructure. In the absence of an early exit, British Biotech shareholders must therefore continue hoping its key cancer drug will ultimately make money. This is still an uncertain prospect, but at least that is fully recognised in the share price.

Mersey Docks reaps rewards of strike-free year

The port of Liverpool used to be synonymous with industrial strife, the epitome of the "them and us" mentality which paralysed British industry. Today, however, peace has broken out along the waterfront and the port is booming, thanks in part to the runaway Irish economy. The beneficiary is Mersey Docks and Harbour Company which yesterday announced a 37.5 per cent increase in pre-tax profits to £47.8m (£78m) last year. Only a year ago, the group ended its two-year dispute with a group of 327 sacked dockers - one of the longest industrial conflicts in the UK. The 1997 figures included an £10m exceptional charge for the settlement of the strike, which slightly flattens yesterday's figures. But the group has made an extra effort to end the divisions between management and workers - encouraging workers to take a stake in

British Biotech becomes a victim of its own hype

David Pilling says the desire to provide investors with a constant "newsflow" diet can tempt biotech companies to exaggerate

British Biotech, which yesterday shocked the market with disappointing trial results of a key cancer therapy, has suffered a vertiginous fall from grace. Less than two years ago it was still seen as the standard bearer for the flourishing UK biotechnology scene. It was the first company with innovative science and a top-notch business model - involving "burn rates" rather than profits - to capture the imagination of UK investors. Keith McCullagh, until last year the company's chief executive, was anointed figurehead of an entirely new sector. When the evangelical Mr McCullagh told the City he was developing a novel cancer drug that could arrest the spread of all types of tumour, investors lapped it up. When he said the company intended to keep all the value itself by shunning pharmaceutical companies and developing its own marketing force - British Biotech's valuation soared to nearly £2bn. In May 1996, with the

Dr Miller also disclosed that the US Securities and Exchange Commission was investigating news releases issued in 1995 and 1996, which may have exaggerated the likely efficacy of marimastat, British Biotech's novel cancer therapy. Yesterday's announcement that marimastat appears no more effective than an existing treatment has lent weight to the concerns. It also goes to the heart of the City's difficulties in valuing biotech shares. Scientists do not believe findings until they are proved with painstaking experiments and validated by peer review. Investors, on the other hand, require a constant diet of "newsflow" and the disclosure of any facts deemed "material". For a small biotech company, with a handful of employees and mounting losses, a promising scientific lead, even if years from validation in clinical trials, may look like important news. The temptation for a company is to put too positive a spin on the information available. British Biotech's shares



Different views: Keith McCullagh (left) and Dr Andrew Miller

were hit by the gradual realisation that Mr McCullagh's gloss on events appeared not to match reality. Since last year's bust-up, which led to the resignation of Mr McCullagh and the appointment of Dr Elliot Goldstein, a recruit from PPL, the Scottish company that cloned Dolly the sheep, British Biotech's shares have continued to slide. Dr Goldstein has scaled back operations - and expectations. Yesterday's news

When British Biotech came along "there weren't that many people in London who knew how to value these things properly", says Erling Refsum, analyst at Nomura International. "The bottom line is we got it wrong... We're all on a steep learning curve - investors, analysts, financiers and the companies themselves." Mr Refsum believes the backlash against the sector - and perhaps even against British Biotech itself - has gone too far. True, individual biotech shares are difficult - some would say impossible - to value. Either their science fails, in which case they may be worthless, or it succeeds, turning them into billion-dollar concerns. But the sector as a whole, which services a pharmaceutical industry that is outsourcing an increasing percentage of its research, is likely to grow rather than diminish. "Fallen angels take an awfully long time to return to grace. But these companies are not going to evaporate overnight," says Mr Refsum. "And a couple of them are going to make absolute fortunes. The difficulty is spotting them."

Top executive quits Barclays

After the abrupt departure late last year of Mr Taylor, who had been chief executive for five years, Andrew Buxton is to step down as chairman in April. Oliver Stockton, the finance director, is also leaving, and Elizabeth Wade, director of corporate communications, has already left. However, bank officials insisted Mrs Richardson's resignation was not connected to the turmoil in the bank's top management. Her husband, Ian Richardson, is to remain with the bank,

Salzgitter sale of 'interest' to BS

British Steel said yesterday that it was aware of German newspaper reports suggesting that Salzgitter, the German steelmaker it tried to buy last year, might be for sale. British Steel said it was "potentially interesting" that all or part of the company might be available. However, the company is believed to have made no moves to resuscitate its bid for Salzgitter, which was blocked on public interest grounds by Gerhard Schröder, at the time premier of Lower Saxony, who is now German chancellor. John Bryant, who succeeded Sir Brian Moffat as British Steel chief executive last month, has said he wants to reduce the company's dependence on steel-making, and on the UK market.

Booker makes wholesale exit

Booker announced the job losses alongside a deal to sell the remainder of Booker Wholesale Foods to Palmer & Harvey McLean for up to \$4.4m (£7.2m) cash. The disposal will mean an estimated exceptional loss in Booker's accounts of about £28m for write-offs of goodwill, closure costs, fixtures and fittings and stock. The business made a loss of about £28m last year, on turnover of £224m. The move is part of Booker's strategy of focusing on its core cash and carry business. "This sale will allow us to increase our focus on the areas of the business where we can improve profitability," said Stuart Rose, chief executive. The disposal programme has already seen the sale of Booker's Danish seeds business for £28m and its fish and fish-processing businesses for £47.5m. The Arbor Acres poultry business and Booker Foodservice, the catering division, are also up for sale. Hazelwood said its closure would mean an exceptional cost of up to £30m. Investors treated the two announcements in strikingly different ways. Shares in Booker slipped 10 per cent to 84 1/2p, while those in Hazelwood rose 3 1/2p to 115 1/2p.

Table with financial results for various companies including Albion & Bond, British Biotech, and Investment Trusts. Columns include Dividend, Current, and Total for various periods.

Unaudited Financial Results (Provisional) for the quarter ended 31st December, 1998. Table with columns for Quarter, Previous, and Current. Rows include Gross Sales Turnover, Net Sales Turnover, Other Income, Total Expenditure, Interest, and Profit Before Tax.

Venture Capital Report Intelligence for smart business angels. Includes contact information for Venture Capital Report.

550,000 - 100,000 profit. Includes contact information for a business opportunity provider.

INTERNET SERVICE PROVIDER. Includes contact information for a web hosting service.

FUNDS AVAILABLE for business expansion up to \$1 million. Includes contact information for a fund provider.

Daniel GUE Consultant INTERNATIONAL BUSINESS FINANCIAL ADVISER. Includes contact information for a financial consultant.

WELL ESTABLISHED HEALTHCARE COMPANY WISH TO EXPAND THROUGH ACQUISITION. Includes contact information for a healthcare company.

LIGHTING DISTRIBUTOR. Includes contact information for a lighting distributor.

NOTICE PUBLISHED BY THE SECRETARY OF STATE UNDER SUBSECTIONS 8(5) AND 10(6) OF THE TELECOMMUNICATIONS ACT 1984. Includes text regarding telecommunications licenses.

World aims to expand jointly buy aircraft

World aims to expand jointly buy aircraft. Text discussing international aviation and aircraft procurement.

World aims to expand jointly buy aircraft. Continuation of text from previous block.

World aims to expand jointly buy aircraft. Continuation of text from previous block.

World aims to expand jointly buy aircraft. Continuation of text from previous block.

EURO PRICES

EQUITIES

US bond yields weigh down euro-zone

EUROPEAN OVERVIEW By Klemens Meisner
Euro-zone markets started weak on the back of a further deterioration in US treasury bond yields on Friday...

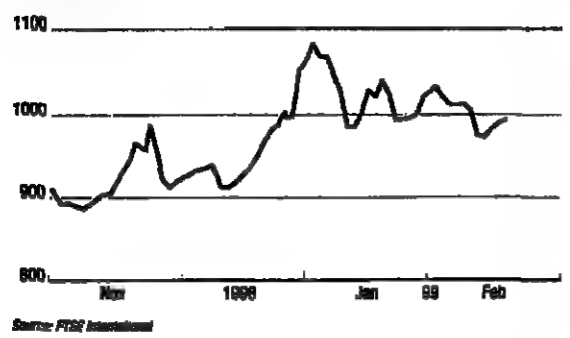
were also disappointed by a feeble interest rate adjustment by the Bank of Japan.
The US markets were closed and much of Asia was heading for the Chinese New Year celebrations...

cyclical stocks, which since the start of the year have enjoyed positive movement.
Positions hardened on both sides of the face-off yesterday, hitting steel and chemical stocks...

some disappointing individual performances. Deutsche Bank, which is due to report results this week, led 27 to 46.76 amid concerns over emerging market exposure.
In the UK, there was strong follow-through from last week's exceptionally good results from Lloyds TSB, Barclays, which appointed a new chief executive last week...

The motor sector was again dominated by problems within the BMW group. There is continuing speculation that the dominant family behind BMW may be seeking a form of cross-shareholding with Volkswagen as the best way forward in terms of dealing with its problematic UK subsidiary, Rover. BMW's share price gained 2.17 to 474.75. Renault shed 65 to 644.01.

FTSE E100



FTSE Actuaries Share Indices

Table with columns: Index, Euro, Day's change, Yield, etc. Includes FTSE 100, FTSE 250, FTSE 1000, etc.

EURO SPOT FORWARD AGAINST THE EURO

Table showing Euro spot forward rates for various countries and currencies against the Euro.

BONDS

Table showing interest rate swaps and Euro-zone bonds for various maturities and yields.

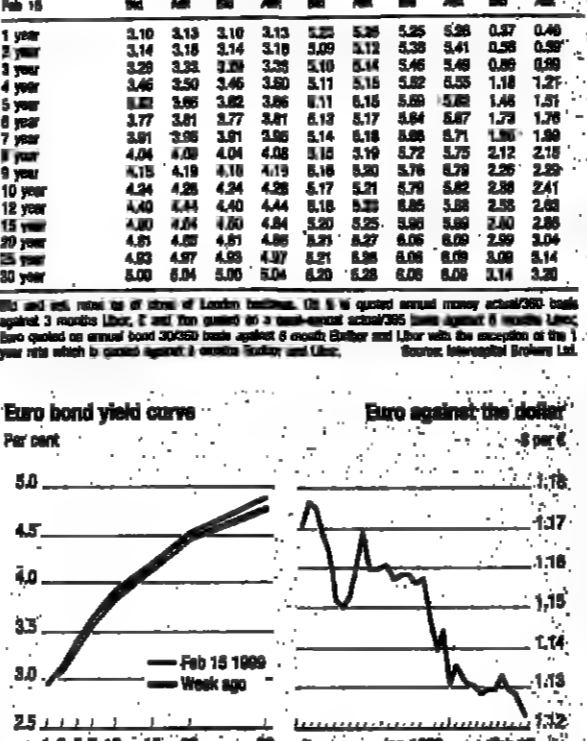
OTHER INDICES

Table of other indices including DJ Euro 50, Nikkei, Hang Seng, etc.

FTSE EUROTOP 300

Table of FTSE Eurotop 300 components including AstraZeneca, BHP Billiton, etc.

EURO BOND YIELD CURVE



EURO-ZONE BONDS

Table of Euro-zone bonds for various countries and maturities.

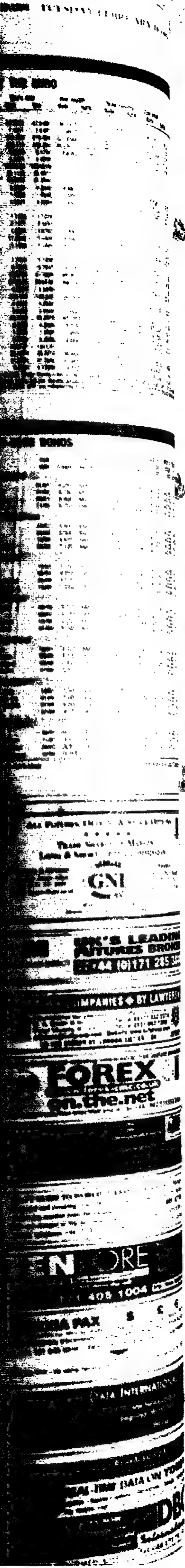
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Large advertisement for FOREX-FUTURES-OPTIONS with the slogan 'One trade puts Euro on your side' and 'FEEL THE EURO'.

Handwritten Arabic text at the bottom of the page.

Johnston



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puts Europe right where
you need it.



The tracking index you don't just need a good index,
you want one that's representative, accurate and flexible into the
future. The FTSE Europe 300 comprises Europe's three hundred
most liquid companies by market capitalisation.

It's highly representative of the European market
It also offers a full set of sub indices (including market sectors, regions,
EMU and non-EMU and Europe ex UK)
In short, it's built for tracking Europe and Europe's 300. It's
it's the definitive market measure.



INTERNATIONAL CAPITAL MARKETS

Attractive euro swaps elude bankers

By Edward Luca, Capital Markets Editor
Bankers have been scratching their heads for weeks to explain the lack of decent arbitrage opportunities in the euro-denominated markets.

A 40 basis point advantage over the euro for borrowers seeking floating-rate money. This disparity enables the borrower to offer investors a higher "optimal" spread over the benchmark, in spite of the fact that the borrower's ultimate costs - once the proceeds have been swapped into floating-rate money - will be comfortably below Libor.

Rate cut hits JGB prices

BENCHMARK BONDS

By Florian Gimbel

Japanese government bonds lost ground following the disappointing rate cut by the Bank of Japan last Friday. Pressure from LDP politicians on the bank to intervene directly in the market fanned volatility, leaving JGB yields marginally higher at the end of the day.

The 10-year benchmark German bund future closed 0.54 lower at 116.19, with the equivalent UK gilt future ending at 118.98, down from 117.75.

US money manager raises \$634m

NEW ISSUES

By Arkady Ostrovsky

PFM America, a US money manager specialising in high-yield securities, yesterday issued an asset-backed deal in spite of the public holiday in the US and the start of the Lunar New Year celebrations.

US money manager raises \$634m

New international bond issues

Table with columns: Issuer, Amount, Coupon, Price, Maturity, Spread, Book-runner. Includes entries for PFM America, Deutsche Hypothekendarlehen, Banca Popolare di Brescia, etc.

NEWS DIGEST

GREEK EQUITIES

Stockbrokers press for longer trading sessions

Greece's stockbrokers are pressing for longer trading hours to cope with a surge in volume since January, as retail investors pour funds into the market.

GRIFFIN TRADING COLLAPSE

Life locals could recover 80%

Independent traders on the London International Financial Futures and Options Exchange could recover up to 80 per cent of their frozen assets, the liquidator of the collapsed Griffin Trading Company said yesterday.

WORLD BOND PRICES

BENCHMARK GOVERNMENT BONDS

Table of benchmark government bonds for Australia, Belgium, Canada, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Japan, Netherlands, New Zealand, Norway, Portugal, Spain, Switzerland, UK, US.

BOND FUTURES AND OPTIONS

FRANCE

Table of bond futures and options for France, including 10YR and 30YR futures.

US CORPORATE BONDS

INTERNATIONAL BONDS

Tables of US corporate bonds and international bonds, including various international government and corporate issues.

UK BONDS

UK INTEREST RATES

Tables of UK bonds and UK interest rates, including Treasury bills and bond yields.

10 YEAR BENCHMARK SPREADS

Table of 10-year benchmark spreads for various countries.

EMERGING MARKET BONDS

Table of emerging market bonds for various regions like Brazil, Russia, etc.

US TREASURY BOND FUTURES (CIT) \$100,000

Table of US Treasury bond futures.

EURO

Table of Euro-denominated bonds.

US

Table of US Treasury bonds.

UK GILTS PRICES

Table of UK gilt prices.

Other Fixed Interest

Table of other fixed interest rates.

UK Indices

Table of UK stock indices.

BASE LENDING RATES

Table of base lending rates for various banks.

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Large vertical advertisement on the right side of the page, partially obscured by a 'dollar rise' graphic. Includes text like 'BASE LENDING RATES' and 'UK MONEY RATES'.

CURRENCIES & MONEY

Dollar rises higher in holiday trading

MARKETS REPORT

By Melanie Carroll and Alan Beattie

The dollar took advantage of the holiday atmosphere in markets in the United States and Asia yesterday, rising against the yen in thin trade.

The dollar broke through the ¥115 level in the middle of the London session, remaining at that level at the close of trade.

Some analysts said the jump was led by American corporates pushing the dollar through the ¥114.5-¥115 and ¥115.5 resistance points. Traders expect Japanese firms to sell today if the dollar remains strong.

Meanwhile, Derek Halpeny, currency analyst at Bank of Tokyo-Mitsubishi, said investors are still digesting the news of the Bank of Japan's interest rate cut on Friday.

The general feeling is the

BoJ move on Friday was a temporary solution, and the deliberation on JGB purchases will come up again," he said.

The central bank's decision to cut interest rates by 10 basis points, and not commit to buying government bonds, has been interpreted as either giving in to political pressure or asserting its independence.

The Czech koruna fell again yesterday but some analysts suggest it has bottomed out on its slide this year.

Political instability and a series of interest rate cuts have plagued the Czech currency. Yesterday it reached Kč38.9730 against the dollar at the end of trading in London.

Some investors have pulled out of the koruna since January 28 when the central bank made the latest of nine interest rate cuts.

In Poland, the zloty sank again despite the government's announcement that it would not cut interest rates. Analysts said foreign investors were stepping in to buy the zloty at the new lower level, about 2 per cent above the mid-point of its currency band.

The threat of industrial unrest in Germany, and heightened pressure on the European Central Bank to cut interest rates, gave euro bears an excuse to sell the currency yesterday.

IG Metall, the German engineering union, set a deadline of Wednesday to agree on a new pay deal. Otherwise they would resort to strike action, they said.

Meanwhile it was announced that Oskar

Lafontaine, the German finance minister, is to attend the European Central Bank council meeting this Thursday. Technically he will be present in his capacity as president of the European Union. But he is widely expected to tell the ECB that failure to loosen monetary policy to create employment will necessitate fiscal stimuli from euro-zone governments.

The stream of good news on the economy from the US, and the weakness in the euro-zone, have changed the relative interest rate profile for the two currencies," said Alison Cottrell, chief international economist at Faine Webber in London. "So the market, having positioned for a strong start to the euro, now has a long way to come back."

Ma Cottrell said that events like the IG Metall dispute and pressure from Lafontaine, rather than to cement a growing divergence that some of the enthusiasm around the time of the euro's launch was a little overdue.

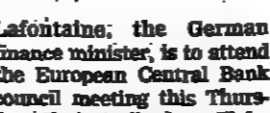
"The stream of good news on the economy from the US, and the weakness in the euro-zone, have changed the relative interest rate profile for the two currencies," said Alison Cottrell, chief international economist at Faine Webber in London. "So the market, having positioned for a strong start to the euro, now has a long way to come back."

But she said the ECB was now sitting in quite a fortunate position even without cutting interest rates. "Despite what many say about the euro-zone now being a closed economy, companies still believe they are affected by the strength of the currency," she said.

"So the ECB can sit there and try to make sense of the data while corporates react positively to the weakening euro."

OTHER CURRENCIES

Table with columns for currency, bid, ask, and change. Includes entries for CHF, HKD, NZD, etc.



Dollar spot forward against the pound

POUND SPOT FORWARD AGAINST THE POUND

Table showing pound spot forward rates for various currencies including AUD, CAD, CHF, etc.

DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Table showing dollar spot forward rates for various currencies including AUD, CAD, CHF, etc.

WORLD INTEREST RATES

Table of world interest rates for various countries and currencies.

INTERNATIONAL CURRENCY RATES

Table of international currency rates for various currencies.

THREE MONTHLY EURO LIBOR FUTURES

Table of three-monthly Euro Libor futures prices.

THREE MONTHLY EURO LIBOR FUTURES

Table of three-monthly Euro Libor futures prices.

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Table showing pound spot forward rates for various currencies including AUD, CAD, CHF, etc.

DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Table showing dollar spot forward rates for various currencies including AUD, CAD, CHF, etc.

CROSS RATES AND DERIVATIVES

Table of cross rates and derivatives for various currencies.

UK INTEREST RATES

Table of UK interest rates for various terms.

LONDON MONEY RATES

Table of London money rates for various currencies.

EMS EUROPEAN CURRENCY UNIT RATES

Table of EMS European currency unit rates.

US TREASURY BILL FUTURES

Table of US Treasury bill futures prices.

BASE LENDING RATES

Table of base lending rates for various banks.

Advertisement for Komatsu Seiren Co., Ltd. U.S. \$100,000,000 3 1/2 per cent Guaranteed Notes 2000.

Advertisement for The Hokkoku Bank, Ltd. Notice to the shareholders of the outstanding Komatsu Seiren Co., Ltd.

Advertisement for Standard Chartered PLC. Standard Chartered PLC (Incorporated with limited liability in England).

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COMMODITIES & AGRICULTURE

Crude oil prices largely flat in light trading

MARKETS REPORT
By Robert Corzine and Elliott O'Connor

Oil prices were largely flat in light trading, with Brent Blend for April delivery quoted at \$10.37 a barrel in late trading on London's International Petroleum Exchange, down 6 cents from Friday's close.

The low level of activity was attributed to the long holiday weekend in the US, where there was no trading in oil futures on the New

York Mercantile Exchange. It was also the start of a week of annual oil industry events in London.

The Centre for Global Energy Studies in London yesterday estimated the global crude surplus at a "colossal 500m barrels", and predicted that a new 1m barrel a day Opec cut from the second quarter would boost average second-half prices by 8 per cent over the first half of the year.

However, other analysts thought high refined product inventories posed a greater

threat: "Crude supplies are now better balanced," said Gary Ross of Pira, a New York consultancy. "But the product overhang is far more serious." He said crude prices would be \$1 a barrel above present levels without the refined product surplus.

Ted Arnold's first report since he moved to Prudential Bache argues that hedge funds are already positioning themselves for a strong price rally in metals by the fourth quarter of this year, or at the latest, in the first half of 2000.

Anyone who fails to follow suit in the next few months may be too late for the price take-off, Mr Arnold says, because fund managers expect prices to run up ahead of the economic recovery. "The LME is now much more of an anticipatory type of market," he says.

A marked change in "sentiment" is the main reason for Mr Arnold's bullishness. He argues that, although the supply side has not changed much in the last six to eight weeks, sentiment about the demand side certainly has

Asia has bottomed out, he says, the euro-zone countries should be picking up by the late fourth quarter, and metal prices should benefit regardless of whether the US economy grows or stalls.

Mr Arnold shares the common view that the worst is over for nickel and zinc. He is more cautious about copper and aluminium - particularly aluminium.

Trading on the London Metal Exchange was very thin yesterday, because of the large number of public holidays. Base metal prices

had drifted lower by the close of trading.

On the London bullion market silver continued strong, and lease rates touched 15 per cent, prompting the familiar rumours that Warren Buffett is active in the market again.

The London Bullion Market Association said yesterday that although the silver market had been more active, "it is clear that the market continues to trade in an orderly manner. We will continue to monitor the situation."

NEWS DIGEST

SUGAR

Australian growers fear competition from Brazil

Australian sugar cane growers, already hard hit by two years of weather damage and low world prices, fear intensifying competition from Brazil. There is increasing anxiety in the world sugar market over increasing supplies from Brazil, as a result of its devaluation of its currency, said John Allison, general manager of Australian Cane Farmers Association, in the latest issue of association's Australian Sugar Digest.

"Some analysts are suggesting another 2m tonnes of sugar may be released by the Brazilians on to an already oversupplied world market," he said. Mr Allison, who recently met industry leaders in Brazil, said Australian cane farmers needed to be concerned about the long-term threat from the Brazilian sugar industry. "This industry is presently 10 times the size of the Australian industry and has tremendous potential for further expansion," he said.

Despite its potential for expansion, the Brazilian sugar industry was suffering from substantial financial woes, which in the short to medium term would divert Brazil's attention to rationalisation and consolidation, he said.

OIL

BHP assets under review

Broken Hill Proprietary, the Australian resources group, is reviewing its Australian oil assets for potential sale, said CIBC World Markets, BHP Petroleum's adviser. The assets include interests in the Timor Sea, North West Shelf and Bass Strait, but BHP has in the past sold the Bass Strait and North West Shelf interests to other companies. CIBC said Bass Strait was "not necessarily" under review.

Meanwhile, BHP is to abandon its Tasman shipping service between Australia and New Zealand due to continued losses. Freight rates have fallen by 50 per cent in the past four to five years while the number of shipping operators has risen by up to 16 per cent. Agencies

Indonesia may liberalise

Indonesia is considering the liberalisation of its oil refinery industry and the retail market for oil products, according to the Jakarta Post. The move comes after earlier efforts failed to attract any serious investment.

Kuntoro Mangkusubroto, Mines and Energy Minister, said discussions were taking place over a new law that would remove the monopoly of Pertamina, the state oil and gas company and allow the private sector to build refineries in the country, buy crude oil and sell products on the domestic market. Reuters, Jakarta

PRESIDENTS DAY

US prices

US commodity markets were closed yesterday for Presidents Day. Prices shown below are Friday's closing prices.

Senegal fights back against desertification of its land

Planting trees may prove a powerful weapon in combating the effects of drifting sand and lower rainfall, writes John Madeley

Sand is the great enemy of farmers who grow the staple crops cassava and millet in the Sahel belt of Senegal, blowing mercilessly over the land, degrading their soil, and robbing them of decent yields and incomes.

In Senegal, on the south-west fringe of the Sahara desert, around 15 per cent of the country's villages have been abandoned because of land degradation, caused largely by drifting sand and lower rainfall. Other villages have partly abandoned, with some people finding they can no longer survive.

Land degradation has become a worldwide problem, affecting about a quarter of the world's land area, according to the United Nations Environment Programme.

Klaus Topper, the UNEP executive-secretary, says the income lost by people living in desertified areas amounts to \$42bn a year in lower agricultural production.

The UN's Rome-based International Fund for Agricultural Development (IFAD)

is meeting this week to discuss productivity in desertified areas.

There are signs of a turnaround in some areas facing desertification. Farmers are beginning to fight back with a powerful weapon - trees.

In Senegal, under the aid-funded Village Organisation and Management project, sand is being stopped by belts of trees that have been planted around one hectare plots of millet and cassava.

In total, some 6,000 hectares in this area are being protected. Three years after planting trees, cassava yields have risen from 2,000 kg to 6,000 kg a hectare, and millet yields from 400 kg to 700 kg.

In the international arena, three years ago, the Convention to Combat Desertification (CCD) was launched with the aim of reducing, and even reversing, the effects of land degradation.

One of three international conventions to come out of the 1992 Earth Summit in Brazil - climate change and biodiversity being the others - the CCD has been ratified by 144 governments.

Western governments would not agree to the convention having a fund to combat land degradation, taking the view that funds were already available within the development assistance system.

Instead, it was decided that a device called the "global mechanism" should be set up to mobilise funds for the purpose.

The mechanism's managing director, Per Ryden of Sweden, wants to ensure that money already available is used more efficiently.

"Once we can show that I don't have any doubts that it will be possible to raise additional resources," Mr Ryden says.

He believes there is "a common understanding that the problem of desertification, linked to the poverty problem, is something that the world wants to address".

The global mechanism is housed at IFAD, which plans to invest around \$100m a year in projects to raise agricultural productivity in dry areas. Details about the plan are being considered in Rome this week.



Even if funding for planting trees is secured, the problems caused by lower water supplies remain.

In addition to mobilising funds from the usual development assistance sources, Mr Ryden is looking at how to access "new and innovative sources of funds", including the possibility of organising debt swaps.

However, even if funding for planting trees is secured, the problem caused by sharply lower water supplies remains. In the more northerly Diourbel region of Senegal, shelter belts of trees

are being planted around the fields, affecting its crops, says Maguette Diop, chairman of the village of Niémán Syll.

The village was home to 400 people but a 100 have now left because their land can no longer support them. "Their millet harvest was not enough for them to survive," says Mr Diop.

"If people had water, they could stay here. There is water underground but the

problem is that it's around 75 metres deep," he adds. To build a well that deep would cost around \$70,000.

The UNEP puts the global cost of anti-desertification measures at between \$10bn and \$20bn a year, and the big question is whether the money raised by international organisations will be anything close enough to help the world's dry-land farmers to stay and make a living amid the sand.

COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE

Commodity	Unit	Price	Change
Cash	£/tonne	1180.5-1.5	-
Lead	£/tonne	1199.5-2.5	-
Aluminium	£/tonne	1180.5-1.5	-
Iron ore	£/tonne	1200.5-5	-
Open at		301.20	
Total daily turnover		64,702	

PRECIOUS METALS CONTINUED

Commodity	Unit	Price	Change
Gold	£/ounce	380.5	+0.2
Silver	£/ounce	37.2	+0.1
Palladium	£/ounce	1057.00	-
Open at		7.41	
Total daily turnover		4,949	

GRAINS AND OIL SEEDS

Commodity	Unit	Price	Change
Wheat	£/tonne	72.5	-0.5
Barley	£/tonne	70.0	-0.5
Oats	£/tonne	68.0	-0.5
Open at		14,400	

MEAT AND LIVESTOCK

Commodity	Unit	Price	Change
Beef	£/cwt	1200	+10
Lamb	£/cwt	1100	+5
Pork	£/cwt	1050	-5
Open at		11,800	

ENERGY

Commodity	Unit	Price	Change
Crude oil	£/barrel	14.5	-0.1
Natural gas	£/100 cu ft	1.2	+0.05
Open at		14.2	

INDICES

Index	Value	Change
FTSE 100	5200	+10
Nikkei	15000	+50
DAX	3500	+20

COMMODITIES PRICES

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ENERGY

Commodity	Unit
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FT MANAGED FUNDS SERVICE

Offshore Funds

OFFSHORE AND OVERSEAS

BERMUDA (PSA RECOGNISED)

Table listing various offshore funds under Bermuda (PSA Recognised) with columns for fund name, currency, and other details.

BERMUDA (REGULATED)**

Table listing various offshore funds under Bermuda (Regulated) with columns for fund name, currency, and other details.

CAYMAN ISLANDS (REGULATED)**

Table listing various offshore funds under Cayman Islands (Regulated) with columns for fund name, currency, and other details.

GUERNSEY (PSA RECOGNISED)

Table listing various offshore funds under Guernsey (PSA Recognised) with columns for fund name, currency, and other details.

GUERNSEY (REGULATED)**

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IRELAND (PSA RECOGNISED)

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Oyster? advertisement for Oyster Europe Value fund, showing performance of +135.5% and +197.2% and contact information for Banque SYZ & Co.

NEWS BRIEF Australian growers fear competition from Brazil

Assets under review

Assets may liberalise

Imports day

Prices

Stock

Crossword

Real European benchmarks

Real European benchmarks

Real European benchmarks

John G. ...

FT MANAGED FUNDS SERVICE

Offshore Insurances and Other Funds

FT Offshore Unit Trust Prices are available over the telephone. Call the FT Offshore Help Desk on (444 171) 872 4225 for more details.

Table of fund data including columns for Fund Name, Type, and other details. Includes sub-sections like 'OTHER OFFSHORE FUNDS' and 'Old Mutual International (Guernsey) Ltd'.

Table of fund data for various offshore funds, including 'Calross Global Management Limited' and 'Calross Bank Ltd'.

Advertisement for State Street with text: 'QUITE POSSIBLY. At State Street, we're focused on the institutional investor. THE WORLD'S ONLY \$4.8 TRILLION to help them in every aspect of the investment process. We NICHE PLAYER. are a world leader. But first and foremost, we are specialists.'

Table of fund data for various offshore funds, including 'Calross Bank Investment Group - Guernsey' and 'Global Asset Management - Guernsey'.

Table of fund data for various offshore funds, including 'Merrill Lynch Investment Managers' and 'Merrill Lynch Investment Managers'.

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MANAGED FUNDS NOTES: Please see a copy of the prospectus and other documents for full details. This is not an offer for any specific investment.

LONDON SHARE SERVICE

OTHER INVESTMENT TRUSTS

Table listing various investment trusts with columns for name, price, and change.

INVESTMENT COMPANIES

Table listing investment companies with columns for name, price, and change.

LEISURE & HOTELS

Table listing leisure and hotel companies with columns for name, price, and change.

LIFE ASSURANCE

Table listing life assurance companies with columns for name, price, and change.

MEDIA - Continued

Table listing media companies with columns for name, price, and change.

PROPERTY - Continued

Table listing property companies with columns for name, price, and change.

RETAILERS, FOOD

Table listing retailers and food companies with columns for name, price, and change.

TELECOMMUNICATIONS

Table listing telecommunications companies with columns for name, price, and change.

SUPPORT SERVICES

Table listing support services companies with columns for name, price, and change.

TRANSPORT - Continued

Table listing transport companies with columns for name, price, and change.

AM - Continued

Table listing Alternative Investment Market (AIM) companies with columns for name, price, and change.

AMERICANS

Table listing American companies with columns for name, price, and change.

CANADIANS

Table listing Canadian companies with columns for name, price, and change.

SOUTH AFRICANS

Table listing South African companies with columns for name, price, and change.

TRADED INDEX SECURITIES

Table listing traded index securities with columns for name, price, and change.

AIM

Table listing AIM companies with columns for name, price, and change.

Alternative Investment Market

Table listing Alternative Investment Market (AIM) companies with columns for name, price, and change.

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GUIDE TO LONDON SHARE SERVICE

Prices and trading volumes for the London Share Service are derived from the London Stock Exchange. Prices are shown in pence unless otherwise stated. For FT454, the FT454 index is shown in pence unless otherwise stated. For FT454, the FT454 index is shown in pence unless otherwise stated.

FT Free Annual Reports Club: You can obtain the current annual reports of any company included in the FT454 index. FT Cityline: Up-to-the-minute share prices are available by telephone from the FT Cityline service. FT web site: London share prices are available throughout the trading day via the FT web site.

LONDON STOCK EXCHANGE

Bid optimism drives Footsie back above 6,000

MARKET REPORT

By Steve Thompson, UK Stock Market Editor
With the US stock market closed for the Presidents' day holiday...

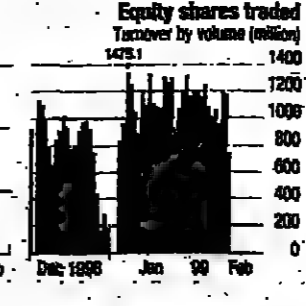
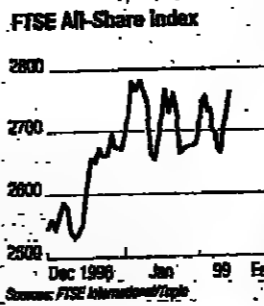
banks, telecoms, drugs and media stocks. Those sectors, which have been the driving forces behind the London market...

another 4 per cent in front of today's numbers, which dealers expect to produce a 15 per cent-plus increase in the dividend total.

high of 6,033.2. But the recently outperforming FTSE 250 was left behind, burdened by widespread weakness in many of the property, householding and engineering stocks...

Dow Jones Industrial Average ended around 80 points lower in the wake of the sell-off in bond markets. But dealers in London said the initial weakness did not attract any follow-through selling from domestic and European institutions.

was the intensifying speculation that a Whitbread bid for Greenall, the pubs and hotels company, may be imminent. The market now faces a barrage of important company news items, plus some crucial economic news from both sides of the Atlantic.



Indices and ratios table with columns for Index, Change, % Change, and Ratio.

Best performing sectors and Worst performing sectors table.

Disposal talk lifts Pearson

COMPANIES REPORT

By Peter John, Joel Kibazo and Stuart Barnhart
Pearson, the media group which owns the Financial Times, jumped 66 to £13.65...

from a recommendation by ABN-Amro. The broker moved its stance on the shares from "hold" to "buy". It has a 720p share price target and believes that, having invested heavily in electronic publishing, Reed is poised to reap the benefits...

retailer Marks and Spencer brought turnover of 8.3m and left the shares unchanged at 366 1/2p ahead of an important meeting with analysts later this week.

Best and worst performing FTSE 100 stocks. Tobacco: 6000, 6200, 6400, 6600, 6800, 7000. Colgate industries: 2000, 2200, 2400, 2600, 2800, 3000.

"outperform". Shares in whitbread jumped 32 to 855 1/2p as analysts cast doubts on reports suggesting the hotels and drinks group was considering a £1.2m bid for Greenall Group, its smaller rival.

Scottish & Newcastle was another name mentioned as a possible suitor for Greenall. The report saw the stock once again move near the top of the list of the market's bid targets and the shares rose 36 1/2 to 10.74 per cent to 370 1/2p, the best performer in the FTSE 250. S&N slipped 3 1/2 to 574 1/2p.

FUTURES AND OPTIONS

Table with columns for Index, Open, High, Low, Close, and Volume for various futures and options contracts.

LONDON RECENT ISSUES-EQUITIES

Table listing recent equity issues with columns for Issue, Price, and Volume.

RIGHTS OFFERS

Table listing rights offers with columns for Issue, Price, and Volume.

FTSE GOLD MINES INDEX

Table showing FTSE Gold Mines Index performance with columns for Index, Change, and % Change.

FT 30 INDEX

Table showing FT 30 Index performance with columns for Index, Change, and % Change.

STOCK MARKET TRADING DATA

Table showing stock market trading data with columns for Volume, Value, and % Change.

FTSE 100 INDEX

Table showing FTSE 100 Index performance with columns for Index, Change, and % Change.

FTSE 250 INDEX

Table showing FTSE 250 Index performance with columns for Index, Change, and % Change.

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Table showing FTSE 100 Index performance with columns for Index, Change, and % Change.

FTSE 250 INDEX

Table showing FTSE 250 Index performance with columns for Index, Change, and % Change.

FTSE 100 INDEX

Table showing FTSE 100 Index performance with columns for Index, Change, and % Change.

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FTSE 250 INDEX

Table showing FTSE 250 Index performance with columns for Index, Change, and % Change.

FTSE ACTUARIES SHARE INDICES

Table showing FTSE Actuaries Share Indices with columns for Index, Change, and % Change.

TRADING VOLUME

Table showing trading volume with columns for Index, Change, and % Change.

Large advertisement for European Community Newspaper with a large image and text.

Advertisement for Financial Times with text: 'Subscribe for a year and receive 4 weeks extra free. More senior business people in Europe read the FT than ever before.'

Hourly movements

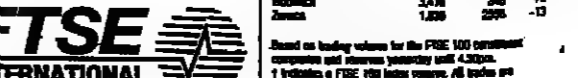
Table showing hourly movements with columns for Index, Change, and % Change.

Hourly movements

Table showing hourly movements with columns for Index, Change, and % Change.

Hourly movements

Table showing hourly movements with columns for Index, Change, and % Change.



Highs & Lows shown on a 52 week basis

WORLD STOCK MARKETS

EUROPE (EMU) Prices in €

Table of stock prices for European countries including Austria, Belgium, Denmark, France, Germany, Greece, Hong Kong, India, Italy, Japan, Korea, Malaysia, New Zealand, Norway, Singapore, South Africa, Sweden, Switzerland, Taiwan, Thailand, UK, USA, and others.

EUROPE (NON-EMU)

Table of stock prices for non-EMU European countries including Austria, Belgium, Denmark, France, Germany, Greece, Hong Kong, India, Italy, Japan, Korea, Malaysia, New Zealand, Norway, Singapore, South Africa, Sweden, Switzerland, Taiwan, Thailand, UK, USA, and others.

Table of stock prices for various Asian and Pacific markets including Australia, Brazil, Canada, China, Hong Kong, India, Indonesia, Korea, Malaysia, New Zealand, Norway, Singapore, South Africa, Sweden, Switzerland, Taiwan, Thailand, UK, USA, and others.

Table of stock prices for various Latin American and African markets including Argentina, Chile, Colombia, Cuba, Ecuador, Mexico, Peru, Venezuela, and others.

Table of stock prices for various Middle Eastern and other regional markets including Israel, Jordan, Kuwait, Oman, Qatar, Saudi Arabia, and others.

Table of stock prices for various Southeast Asian and other regional markets including Brunei, Cambodia, Laos, Myanmar, Philippines, Vietnam, and others.

Table of stock prices for various South American and other regional markets including Bolivia, Brazil, Chile, Colombia, Cuba, Ecuador, Mexico, Peru, Venezuela, and others.

Table of stock prices for various African and other regional markets including Algeria, Egypt, Libya, Morocco, Nigeria, South Africa, Tunisia, and others.

Table of stock prices for various Asian and Pacific markets including Australia, Brazil, Canada, China, Hong Kong, India, Indonesia, Korea, Malaysia, New Zealand, Norway, Singapore, South Africa, Sweden, Switzerland, Taiwan, Thailand, UK, USA, and others.

Table of stock prices for various Latin American and African markets including Argentina, Chile, Colombia, Cuba, Ecuador, Mexico, Peru, Venezuela, and others.

Table of stock prices for various Middle Eastern and other regional markets including Israel, Jordan, Kuwait, Oman, Qatar, Saudi Arabia, and others.

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FT/S&P ACTUARIES WORLD INDICES

Table of FT/S&P Actuarial World Indices showing values for various countries and regions.

Emerging markets

Table of Emerging Markets IFC investable indices showing values for various emerging market countries.

Main table of World Stock Markets with columns for Country, Index Name, High, Low, and Change.

Source: FTSE International Limited, Reuters, Data & Analytics, and other financial data providers.

NEW YORK STOCK EXCHANGE PRICES

Symbol	Price	Change	Volume
IBM	115.00	+0.25	12,345,678
MSFT	45.50	+0.10	9,876,543
GOOG	210.00	+1.50	5,432,109
AMZN	55.00	+0.50	8,765,432
APPL	120.00	+0.75	7,654,321
ORCL	40.00	+0.20	6,543,210
INTC	35.00	+0.15	5,432,109
QCOM	60.00	+0.80	4,321,098
TXN	50.00	+0.30	3,210,987
HPQ	45.00	+0.25	2,109,876
CRM	30.00	+0.10	1,098,765
ADBE	100.00	+1.00	987,654
NET	25.00	+0.15	876,543
EA	20.00	+0.10	765,432
WDC	15.00	+0.05	654,321
HP	10.00	+0.05	543,210
QTT	8.00	+0.05	432,109
WY	7.00	+0.05	321,098
W	6.00	+0.05	210,987
WDC	5.00	+0.05	109,876
W	4.00	+0.05	98,765
WDC	3.00	+0.05	87,654
W	2.00	+0.05	76,543
WDC	1.00	+0.05	65,432
W	0.50	+0.05	54,321
WDC	0.25	+0.05	43,210
W	0.10	+0.05	32,109
WDC	0.05	+0.05	21,098
W	0.02	+0.05	10,987
WDC	0.01	+0.05	9,876
W	0.00	+0.05	8,765
WDC	0.00	+0.05	7,654
W	0.00	+0.05	6,543
WDC	0.00	+0.05	5,432
W	0.00	+0.05	4,321
WDC	0.00	+0.05	3,210
W	0.00	+0.05	2,109
WDC	0.00	+0.05	1,098
W	0.00	+0.05	987
WDC	0.00	+0.05	876
W	0.00	+0.05	765
WDC	0.00	+0.05	654
W	0.00	+0.05	543
WDC	0.00	+0.05	432
W	0.00	+0.05	321
WDC	0.00	+0.05	210
W	0.00	+0.05	109
WDC	0.00	+0.05	98
W	0.00	+0.05	87
WDC	0.00	+0.05	76
W	0.00	+0.05	65
WDC	0.00	+0.05	54
W	0.00	+0.05	43
WDC	0.00	+0.05	32
W	0.00	+0.05	21
WDC	0.00	+0.05	10
W	0.00	+0.05	9
WDC	0.00	+0.05	8
W	0.00	+0.05	7
WDC	0.00	+0.05	6
W	0.00	+0.05	5
WDC	0.00	+0.05	4
W	0.00	+0.05	3
WDC	0.00	+0.05	2
W	0.00	+0.05	1

IN.SECTS (Pan European Sector Indices from EuroBench)

The IN.SECTS - pan European only sector indices from EuroBench - contain only those listed stocks that are using central business in their price movements. Therefore, the indices only represent the core sector trend. Using the correlation of each stock with the sector trend to weight the contribution of each stock to the index. The index is calculated using the following formula: $\sum (w_i \cdot r_i)$ where w_i is the weight of stock i and r_i is the return of stock i .

Sector	Index	Change
Automotive	1200	+10
Chemicals	850	+5
Consumer Goods	950	+8
Energy	700	+3
Financial	600	+2
Healthcare	1100	+12
IT	1300	+15
Media	500	+4
Telecom	400	+1
Utilities	300	+2
Transport	200	+1
Real Estate	150	+0.5
Other	100	+0.5

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GLOBAL EQUITY MARKETS

Table with multiple columns for US INDICES, US DATA, JAPAN, FRANCE, GERMANY, and UK. Includes market performance data, volume, and price changes for various indices and sectors.

WORLD MARKETS AT A GLANCE. Table listing market indices for various countries including Argentina, Australia, Canada, Chile, Colombia, Czech Republic, Denmark, Hong Kong, India, Indonesia, Israel, Italy, Japan, Korea, Malaysia, Mexico, New Zealand, Norway, Pakistan, Philippines, Singapore, South Africa, South Korea, Taiwan, Thailand, Turkey, and Venezuela.

THE NASDAQ-AMEX MARKET GROUP

Large table listing individual stock prices and market data for the NASDAQ-AMEX Market Group. Columns include stock symbols, prices, and market statistics.

AMEX

Table listing specific stock prices and market data for the AMEX market.

EASDAQ

Table listing specific stock prices and market data for the EASDAQ market.

STOCK MARKETS

Focus on cyclicals as bourses take a break

WORLD OVERVIEW
Europe provided the main interest as investor sentiment improved after an uncertain start, writes Michael Peel.

But trading was mostly lacklustre worldwide, with New York closed for the day and Asia gearing up for the start of Chinese New Year celebrations today.

Many Asian markets had full or partial holidays to mark the new year. Those

that were open moved little, with Tokyo closing a modest 0.6 per cent higher after investors reacted positively to a plan to recapitalize commercial banks.

Attention in Europe focused on Frankfurt, which finished flat after early losses on worries about the possibility of a strike by members of the IG Metall union. BMW prospered, ending almost 3 per cent higher on reports that it might link up with Volkswagen or be

taken over by General Motors.

London finished more than 1 per cent higher as the financial sector benefited from the strong results announced by Lloyds TSB on Friday. Banks also did well in Spain and Italy, where merger speculation provided the driving force.

But an increasing number of strategists are advising investors to turn away from the financial sector and traditional growth stocks and

look instead towards cyclicals.

The more aggressive observers think high-multiple defensive stocks such as pharmaceuticals and technology companies are overvalued compared with some out-of-favour industrial businesses.

In baskets of European stocks monitored by Lehman Brothers, cyclicals are up 4 per cent this year, while financials have fallen 1 per cent and defensive stocks

have declined 2 per cent. Strategists who favour cyclicals say the stocks could be further buoyed this year by restructuring, falling interest rates and high levels of consumer confidence.

Investors who put their money in ultra-defensive stocks are effectively betting that there will be a marked economic downturn this year.

"We are looking at a market where fundamentally you have two choices," says

Mike Young, executive director of European strategy at Goldman Sachs. "You can take a value risk on those stocks that are on huge price/earnings ratios. Or you can take an earnings risk on stocks where the earnings outlook is uncertain but the stock looks cheap."

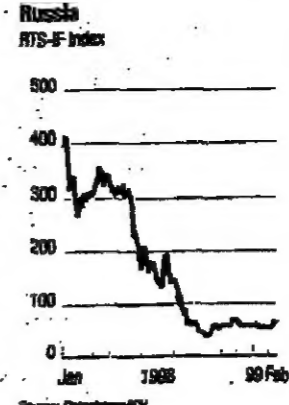
Other brokers highlight the superior value of cyclical stocks that could become involved in merger and acquisition activity this year.

EMERGING MARKET FOCUS

Russia revived by restructuring

Russia's equity market, devastated last year by the devaluation of the rouble and default on its domestic debt, has been showing signs of life. The RTS-IF index has climbed 16 per cent this month on what - by Moscow standards - are big volumes of between \$5m to \$10m a day.

Some investors believe this is the start of a recovery, as has already occurred in several of the Asian markets. But there is a short-term factor at play: the proposed restructuring of the Russian government's frozen Treasury-bill (GEO) market.



fast sale of equities, it could lead to the emergence of a two-tier stock market.

Mr Aserkoff believes the GEO restructuring will probably be changed to prevent such an outcome - and he points out that all previous modifications to restructuring plans have been to the detriment of foreign bondholders. He is therefore advising equity investors to sell into this speculative rally.

There appear to be few other reasons to buy Russian stocks. The government is still struggling to devise an economic programme coherent enough to win the backing of the International Monetary Fund. And little has been done to rectify Russia's appalling corporate governance regime.

Bill Browder, who runs Hermitage Capital Management, one of the biggest fund management groups still active in Russia, says the better-run oil companies may appear very cheap on a fundamental basis but he is not forecasting much of a revaluation.

"Anyone putting money into Russia right now is gambling rather than investing. Having said that, the odds are in your favour. The downside is limited to 100 per cent, but the upside is pretty much unlimited."

John Thornhill

Limited interest stalls Toronto

AMERICAS
Shares in TORONTO moved lower in early trading. Dealers said investor interest was limited, although there were steady bullion-led gains among leading gold stocks.

Barrick Gold improved 30 cents to C\$29.40 while Placer Dome put on 30 cents at C\$18.20, thanks mostly to a bounce for the bullion price, which added 90 cents an ounce at \$290.5 at the London fix.

Banks were mixed, with Bank of Montreal off 25 cents at C\$22.70, Royal Bank of Canada down 20 cents at C\$75.50, but Toronto-Dominion meeting with demand and gaining 60 cents to C\$81.85.

In the broader market, TransCanada Pipelines was well dealt, adding 20 cents at C\$21.10. T. Eaton rose one cent to C\$21.04. See Euro Prices page.

Wagen gave way to speculation about an alliance with General Motors of the US. The shares ended \$21.7 higher at \$745.70.

Motor sector sentiment was also helped by an upbeat trading statement from DaimlerChrysler, which improved \$1 to \$85. Volkswagen added 98 cents at \$66.48.

Retailer Karstadt was also firm, adding \$10 to \$344, while telecoms leader Mannesmann rose \$2.50 to \$116.

On the downside, Deutsche Bank, which reports annual results tomorrow, shed 73 cents to \$46.76 on what was generally a weak day for financials. Munich Re retreated \$5.40 to \$187.10.

PARIS ended little changed with investors taking selective positions in the absence of New York.

Eramet continued its strong rally, reaching a seven-month high after the government published privatisation plans for the mining group last week. The stock added \$3.20 or 10 per cent to \$35.20.

Software company Cap Gemini was off \$7.10 or 4.4 per cent to \$152.90, following a tumble by US high-tech shares on Friday.

The CAC-40 index closed 4.83 higher to 4,088.19.

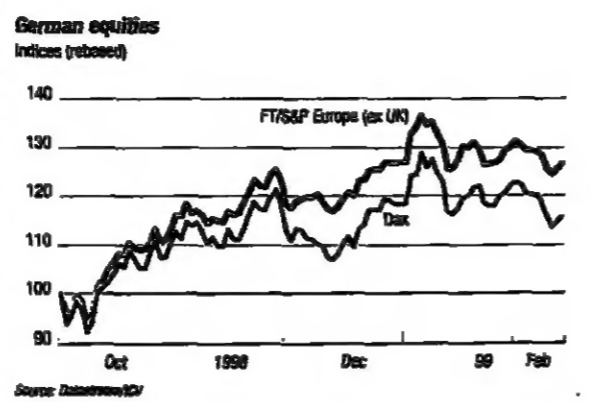
AMSTERDAM ended virtually all-square with solid gains for Hoogovens and KNP offset by a shakeout at Philips.

Hoogovens added 80 cents at \$29.15 amid talk that steel

Strong dollar helps Dax recoup losses

EUROPE
Helped by a positive session for the dollar, FRANKFURT pared early losses in a low-volume session to close with the Xetra Dax index off 7.79 at 4,888.95.

Volumes were dull, partly reflecting the absence of Wall Street, closed for a holiday, and shares moved steadily lower through the morning as the news from the IG Metall negotiating table suggested that positions in the German metal works dispute were hardening.



But by early afternoon the investor mood had lightened and, with the dollar forging ahead in the foreign exchanges, the buyers stepped back into the market.

At the finish the Dax was at its best of the session and 81 points above the day's low.

BMW stayed in demand on another rumour-packed day. Last week's talk of a takeover approach from Volks

CCF, which reports 1998 results on Thursday, edged \$1.45 higher to \$76.55 amid talks of a possible merger with Dutch bank ING. Mutual insurance group Mutuelles du Mans is said to be ready to sell its 7.8 per cent stake in CCF.

Cigarette producer Seita took a plunge in early trading before ending in the black. Its shares, which rose \$2.45 on Friday following strong 1998 results, shed nearly 5 per cent after a health authority in Brittany said it would launch a US-style class action against Seita.

It later recovered, closing 10 cents higher to \$55, as investors played down the short-term impact of the news.

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AMSTERDAM ended virtually all-square with solid gains for Hoogovens and KNP offset by a shakeout at Philips.

Hoogovens added 80 cents at \$29.15 amid talk that steel

prices in Europe were showing signs of bottoming out. Telecoms leader KPN extended its recent good run, gaining \$1.20 to \$44.75.

Philips took its cue from Friday's weakness of US tech stocks, dipping \$1.65 or 2.6 per cent to \$61.35.

Foods group Wessanen came off 25 cents or 2.5 per cent at \$9.95.

Ashed shed 60 cents to \$34.50 on rumours that the retailer had a UK supermarket chain in its sights.

ING added 25 cents to \$48.30 after denying rumours that it was making overtures to French bank CCF.

At the close, the AEX index was off 0.02 at \$23.31.

ZURICH drifted higher in subdued volumes with the SMI index adding 25.4 at 6,988.5, mostly on the back of steady gains among blue chips.

Clariant rose 2.5 per cent, adding \$F13 at \$F739. In banks, UBS improved \$F3.50 to \$F7448, while foods leader Nestlé put on \$F32 to \$F2,542.

Among lesser caps, there were mixed signals on the results front. Bobet shed \$F20 to \$F1,605 after its sales disappointed brokers, while Gretag Imaging gained \$F3 to \$F117 following news of a 27 per cent advance in sales for 1998.

STOCKHOLM turned around intra-day lows to end virtually flat, with the general index up 8.79 to 3,274.97

link with Crown Cork, the US packaging supplier, was given the green light by the South African competition regulator.

Golds revived modestly thanks to a better day for the bullion price. The sector index ticked up 1.1 to 904.7.

transportation sector up 5.9 per cent.

Fast Retailing rose 7.3 per cent or ¥270 to ¥3,880 after it announced an upward revision in earnings.

In Osaka, the OSE rose \$2 to \$4,815.

SYDNEY ended little changed after a strong showing by resource stocks, which rallied against the broad trend.

Despite mostly unhelpful commodity prices, Rio Tinto rose 36 cents to A\$20.76 and WMC gained 9 cents to A\$6.15. BHP added 1 cent to A\$11.85.

Telecoms ran into heavy profit-taking. Telstra fell 20 cents to A\$8.40. The All Ordinaries index closed off 11.7 at 3,877.8 after touching a low for the session of 2,863.5.

WELLINGTON gave up 21.85 or 1 per cent at 2,147.18 on the 40 capital index.

Brewer Lion Nathan was again actively traded, accounting for one-sixth of the day's turnover of NZ\$6544m. It improved 5 cents at NZ\$4.70. NZ Telecom fell 16 cents to NZ\$9.

BANGKOK partly reversed Friday's dramatic gains with the SET index easing 2.47 to 34.96. Turnover thinned to Bt2.78bn from the Bt5.9bn on Friday when the benchmark roared ahead by 10.8 per cent following interest rate cuts and hardening hopes for financial reform.

HONG KONG closed

slightly lower, as investors sought positions after Friday's 3.1 per cent rise.

The Hang Seng index closed 23.03 off at 9,402.39, with the property sector up 0.5 per cent on news that the government would resume land sales from April after a nine-month moratorium aimed at stabilising prices.

Henderson Land rose 60 cents to HK\$33.40, while Cheung Kong ended 50 cents higher at HK\$51, and Lal Sun Development gained 4 cents to 50 cents.

KARACHI closed sharply higher amid sustained buying in state-controlled Pakistan State Oil by local investors.

Shares in the company rose \$4.60 to \$64.75 following rumours that US oil giant Mobil might take it over when it is put up for sale by the government.

The KSE-100 index closed 36.82 or 4.1 per cent higher to 910.72, also boosted by technical buying.

SINGAPORE gained 0.5 per cent, lifted by blue chips and banks after last week's sharp fall. The Straits Times index moved 6.80 ahead to 1,261.15.

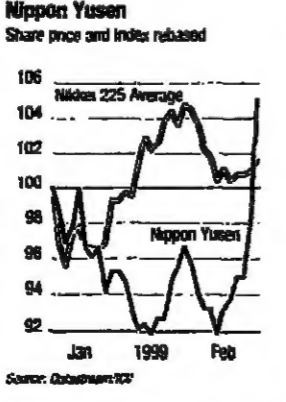
Banks OCBC, up 5 cents to \$87.70, and OUB, up 15 cents to \$87.10, benefited from lower valuations after recent losses and news that the government was accelerating the liberalisation of the banking sector.

Banking hopes brighten Tokyo

ASIA PACIFIC
Shares in TOKYO improved for a third day amid optimism that struggling Japanese banks would accelerate write-offs of non-performing loans, writes Alexandra Nussbaum in Tokyo.

The benchmark Nikkei 225 Average rose \$1.63 to 14,054 after trading between 14,003 and 14,101. The more representative Nikkei 300 rose 1.27 to 218.39, while the Topix index of all first-section shares was up 5.49 at 1,068.02.

Trading volume was average, with 338m shares traded. Momentum was up as 659 issues advanced.



The banking sector rose 1.4 per cent on the hope that government funds would stabilise the financial system.

Sakura Bank, the most actively traded stock, rose 3.5 per cent or ¥9 to ¥260. Daiichi Kangyo rose 3.2 per cent or ¥23 to ¥716. Fuji Bank was up 1.9 per cent or ¥9 to ¥480.

According to local reports, Japan's larger banks are expected to write off more than ¥9,000bn in non-performing loans for the year ending March 31.

The yield on the 10-year Japanese government bond rose 6.5 basis points to 2.135 on Friday's news that the Bank of Japan would lower its target for the overnight call rate to an historic

low of 0.15 per cent from 0.25 per cent.

The rate-sensitive real estate sector climbed 1.89 per cent, led by Sumitomo Real Estate and Development, which rose 4.62 per cent or ¥17 to ¥368. Mitsu Fudosan was up 2.96 per cent or ¥27 at ¥911.

For the second consecutive day, Teikoku Hormone, a manufacturer of oral contraceptives, hit its maximum permitted daily rise, climbing ¥100 or 11 per cent to close at its high of ¥900 after the FT revealed last week that the government was likely to approve the license for low-dose birth-control pills.

Nippon Yusen, Japan's largest shipping company, jumped 6.9 per cent or ¥26 to ¥375 on heavy foreign buying, pushing the marine

transportation sector up 5.9 per cent.

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ERAMET GROUP

A NEW DIMENSION FOR THE GROUP: MAJOR STRENGTHENING OF THE BUSINESSES AND CHANGE OF SHAREHOLDING

Eramet's Board of Directors met on February 11th, 1999, to survey the strategic development paths proposed by Yves Rambaud, Chairman and Chief Executive Officer.

The Board approved the principles of a large project to strengthen the Group's businesses and related changes in shareholdings, to which the French Authorities gave their agreement today. We instructed the management of Eramet to proceed with the implementation of this programme.

Major strategic developments for the future of the Eramet Group

In a further step following the acquisition of the manganese business of Elen decided by the Board meeting of January 28th, 1999, the Eramet Group reached a new stage in the implementation of its programme of strategic strengthening and broadening of its businesses.

1. Contribution of the Sima Group to Eramet

The shareholders of the Sima Group, a world renowned producer of high performance special steels and nickel alloys, intend to contribute all the assets of Sima to Eramet.

Compensation for this contribution would be in total or for the most part by new Eramet shares and possibly for the balance with bonds giving access to the capital of Eramet. An Extraordinary General Meeting of Eramet's shareholders will be called for this purpose.

With a managed turnover (including the 36.5% shareholding in Special Metals Corp. - SMC - in the USA) of about FRF 9 billion (proforma 1999), the Sima Group has a leading position on international markets for special steels, alloys and superalloys used in aerospace, defense, automobile and power generation. The consolidated turnover (in 1997 including SMC) was FRF 3,114 million, net earnings of the Group were FRF 289 million, and the number of employees at the end of year was 3,375. The estimated turnover for the year 1999 is about FRF 3,500 million and estimated net earnings of the Group about FRF 300 million.

The businesses of Sima are remarkably complementary to those of Eramet, in the areas of professional expertise processes and equipment, and represent a considerable strengthening of the special steel division of the Eramet Group.

2. Association of New Caledonia to the future of SLN

After a share swap, the terms of which remain to be determined, Esp will own 30% of the share capital of Société Le Nickel-SLN and will then transfer these to a New Caledonian public company specially created for this purpose. The shareholding of Eramet together with Nisrhin Steel Co. will therefore be reduced to 70%. Esp will also transfer to the New Caledonian public company a fraction of its Eramet shareholding representing about 8% of the present share capital of Eramet.

This operation which Eramet had intended to implement for some time will allow New Caledonia to be more closely associated with the development of its main resource, nickel, and to support the development of SLN.

Shareholder structure of Eramet after the planned operations

In addition the Board has been informed that after these operations which will result in the French state becoming a minority shareholder of Eramet, Esp will transfer the balance of its shareholding to Cogema which will become an Eramet shareholder.

These operations, the terms of which will have first to be reviewed and approved by the « Commission des Participations et des Transferts » (the Commission of shareholdings and transfers), will thus change significantly the shareholding of Eramet: the shares issued to remunerate the contribution of the Sima Group - and representing more than a third of the new Eramet share capital - will be allocated among the shareholders of Sima. Cogema should in the long term own about 30% of Eramet capital. In addition, the number of shares owned by the public being unchanged, they will represent about 30% of the capital of Eramet.

When all the necessary consultations have been made and approvals received, Eramet and SLN will call an Extraordinary General Meeting of shareholders in order to approve the proposed operations and the changes in the Board of Directors of Eramet and SLN which will have to take place in order to reflect the new shareholdings of the two companies.

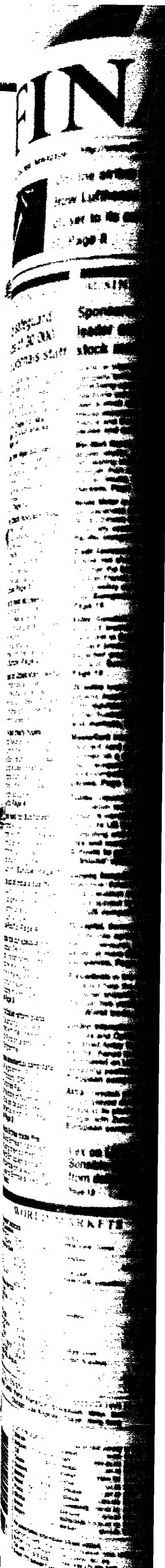
Strong positions in each division and remarkable complementarities

Presenting these operations to the Board, Yves Rambaud stated that: «With the integration of the Sima Group just after the acquisition of the manganese business of Elen, the Eramet Group will own strong positions on world markets in each of its 3 divisions and will benefit from first class scientific and technical know-how.

The excellent complementarity of the businesses of the Sima Group with those of Eramet (High Speed Division) and those of Elen (manganese with the activities of Comilog (Manganese Division), will result in the broadening and significant strengthening of the Eramet Group, the size of which will be considerably increased, while maintaining a healthy financial situation.

On the basis of the estimated proforma earnings of 1998, these operations together would have resulted in an increase in earnings per Eramet share, which can be expected to be further strengthened in the future as a result of the synergies with the present businesses of the Eramet Group and would create value for Eramet shareholders.

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